

**CITY OF VAUGHAN**

**EXTRACT FROM COUNCIL MEETING MINUTES OF JANUARY 20, 2015**

Item 2, Report No. 2, of the Finance, Administration and Audit Committee, which was adopted without amendment by the Council of the City of Vaughan on January 20, 2015.

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**DRAFT 2015 BUDGET AND 2016-2018 PLAN**

This matter was deferred to the January 23, 2015, Finance, Administration and Audit Committee meeting to continue deliberations (see OTHER MATTERS CONSIDERED BY THE COMMITTEE, Item 5.1: DRAFT 2015 BUDGET AND 2016-2018 PLAN).

C	2
COMMUNICATION	
FAA -	JAN 12/15 (PM)
ITEM -	1 AND 2

# DRAFT 2015 Budget and 2016-18 Financial Plan

**Initial Presentation to  
Finance, Administration and Audit Committee  
January 12, 2015  
Council Chamber**



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**Financial Sustainability:  
Always a Key Priority**



# Communications



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# Communications Goal

Get Vaughan stakeholders engaged in the budget process  
using a variety of communications tactics



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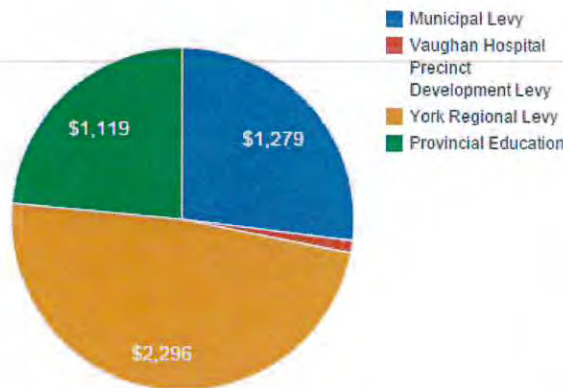
# New This Year

## Budget Challenge: Interactive Educational Tool

- Residents will learn:
  - How funds are split between the City of Vaughan, York Region and the Province
  - What services the City of Vaughan provides
  - How changes in funding affect service levels

Enter your current property value assessment or use the pre-set value. \$ 551,000

Enter your property value



Service	Taxes
Fire and Rescue Services	\$325
Public Works and Road Services	\$196
Winter Road Control	\$76
Waste Management	\$74
Vaughan Public Libraries	\$110
Parks and Sports Field Operations	\$112
Infrastructure Replacement	\$107
Recreation	\$109
Facilities Operation	\$70
City Planning and Development	\$35
By-Law and Compliance	\$28
Office Support and Administration	\$37

Where your tax dollars go



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# How it works

- Move the sliders to increase or decrease funding
- See the impact on service levels

## Waste Collection

The City of Vaughan provides waste collection services to residential properties. These services include the collection of blue box recycling, green bin organics, garbage, leaf and yard waste, and appliance/metal items.

Move the slider to see how changes to funding for Waste Collection would affect service levels.

Increase: \$4.03  
\$/year



Could maintain current schedule of waste collection in all existing and new neighbourhoods.



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# Overall Impact

- See the overall impact on tax rate
- Understand the balance of funding and service levels
- See where your tax dollars go



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# Other ways residents can get involved



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# Engaging Residents in the Budget Process

- The City is utilizing every communications channel available to allow residents to provide input.
- ***Channels include:***
  - **Public meetings** (streamed live)
  - **Press releases** and newspaper articles
  - **Print Advertising**
  - **Vaughan TV ads**



# Engaging Residents in the Budget Process

- ***Channels include:***
  - **Posters and flyers delivered before each meeting to:**
    - *Community centres, libraries and city facilities*
    - *Seniors centres*
    - *Service desks within City Hall*
  - **Message on our main Access Vaughan line**

*The City is utilizing every communications channel available to allow residents to provide input.*





# Engaging Residents in the Budget Process

- ***Channels include:***

- **Website**
  - source for all documents, presentations and Council items
- **Social media**
  - Twitter and Facebook
- **E-mail and phone** ([budgeting@vaughan.ca](mailto:budgeting@vaughan.ca))
- **City of Vaughan App**

*The City is utilizing every communications channel available to allow residents to provide input.*



# Engaging Residents in the Budget Process

- ***Channels include:***
  - **City publications**
    - City Update, Business Link
  - **Council eNewsletters**
    - Providing content for use in Council eNewsletters

*The City is utilizing every communications channel available to allow residents to provide input.*





# Engaging Residents in the Budget Process

*For example.....*

- ***Tonight's meeting used the following tactics to communicate to the public:***
  - *Newspaper article and Public Service Announcement*
  - *Flyers delivered to Community centres, libraries, seniors homes and service desks within City Hall*
  - *Vaughan TV ads*
  - *Website and social media*
  - *eNewsletters*



# 2015 Communication Tactics

- In total we are using **13 different channels** to engage residents and stakeholders in the 2015 budget process
- Providing a mix of communication channels to ensure that Vaughan residents have an opportunity to be engaged in the 2015 budget process



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

**Initial Presentation to  
Finance, Administration and Audit Committee  
January 12, 2015  
Council Chamber**



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**Financial Sustainability:  
Always a Key Priority**



# Agenda

- Overview
- DRAFT 2015 Budget and 2016-18 Plan
- Operating Expenditures
- Capital Program
- Taxation in Perspective
- Next Steps
- Discussion and Q and A



# Overview



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# Budget Philosophy



## Planning for the Future

- More certainty about the direction of services and taxes
- Develop realistic and responsible financial plans

## Objective

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



# New Concepts Initiated

## 1. Conceptual Framework to Categorize Pressures

- Status quo (*price pressures of doing business*)
- Net Growth (*costs of servicing new residents*)
- New (*new initiatives or service levels*)

## 2. Commission Based Presentations (Jan. 23)

- More focused discussion
- Improved budget context and understanding



# Our Business – Providing City Services Through People and Assets

## Engineering/Public Works

Roads - Lane Km	2,046
Sidewalks - Km	1,112
Bridges and Structures	181
Streetlights	25,899
Traffic Signals	84
Public Works Yards	3

## Fire and Rescue Services

Fire Stations	10
Fire Engines/Aerials	16
Fire Tankers/Rescues/etc.	13

## Library Services

Libraries	8
Library Collection	522,754

## Parks and Recreation

Community Centres	10
Fitness Centres	7
Theatres	1
Parkland - Hectares	951
Trails - Km	58
Parks	200
Playgrounds	293
Tennis Courts	126
Ball Diamonds	57
Basketball/Playcourts	85
Bocce Courts	64
Water Play Facilities	19
Indoor pool tanks	9
Indoor Skating	
Rinks/Arenas	10
Outdoor Soccer Fields	170
Skateboard Parks	8





# City Services





# Budget Challenges

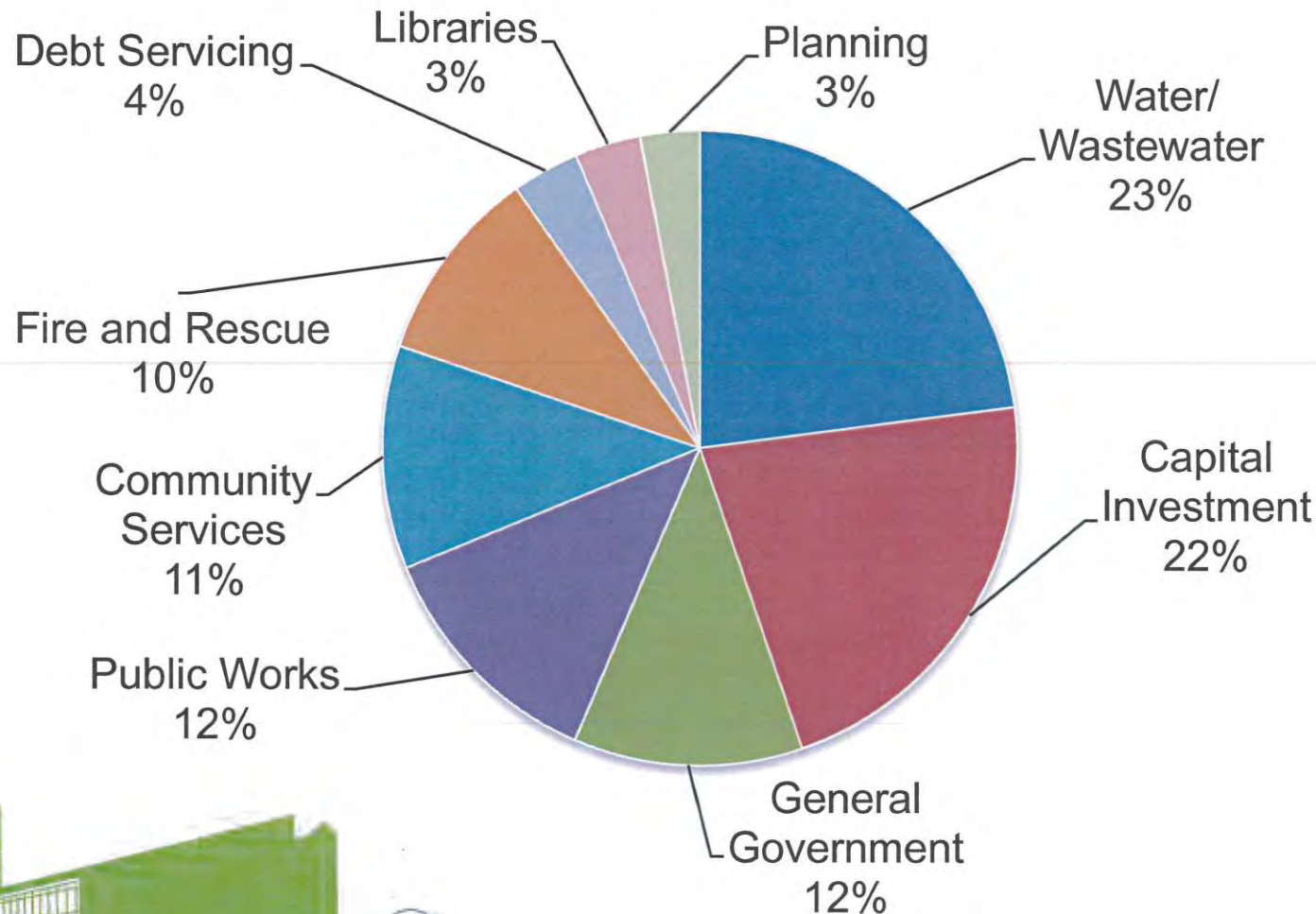
- Achieving long-term financial sustainability will require tough choices





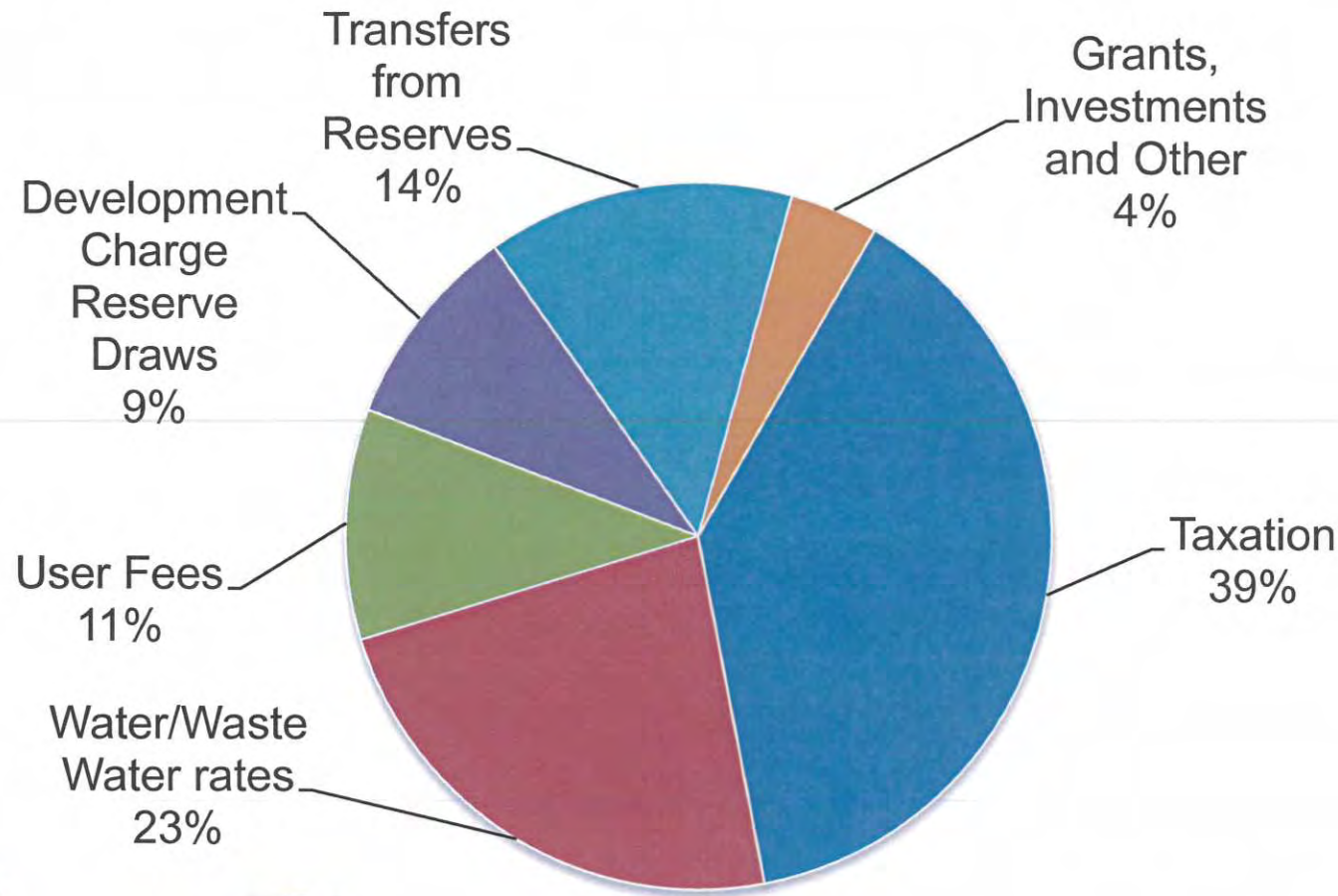
# Total Expenditures

- Over \$437 million in 2015, includes capital investment and water and wastewater services



# Funding for City Services

- Property tax levy is the main source of funding



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# DRAFT 2015 Budget and 2016-18 Plan



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# Overview of DRAFT Budget and Plan

\$M	2015 Budget	2016 Plan	2017 Plan	2018 Plan
Gross Operating	262.0	271.3	278.9	287.8
Less: Non-Tax Revenue	84.4	82.4	83.0	82.9
Net Operating	177.6	188.8	195.9	204.9
Less: Assessment Growth	3.2	3.4	3.6	3.7
<b>Net Levy Requirement</b>	<b>174.4</b>	<b>185.5</b>	<b>192.3</b>	<b>201.2</b>
<b>Incremental Levy Requirement</b>	<b>10.9</b>	<b>12.7</b>	<b>9.6</b>	<b>11.1</b>
<i>Incremental Tax Rate</i>	6.65%	7.13%	4.93%	5.35%
<i>Ice Storm Tree Replacement Phase-in</i>	0.49%	0.45%	0.00%	0.00%
<i>Total Incremental Tax Rate</i>	7.14%	7.58%	4.93%	5.35%
<b>Tax Bill increase for the Average Home</b>	<b>\$91.29</b>	<b>\$103.42</b>	<b>\$71.98</b>	<b>\$81.97</b>

<b>Total Capital Program</b>	<b>87.0</b>	<b>110.9</b>	<b>109.9</b>	<b>63.5</b>
Operating Implications	1.4	3.3	3.7	2.0
<i>Portion of Incremental Tax Rate</i>	0.84%	1.84%	1.89%	0.95%



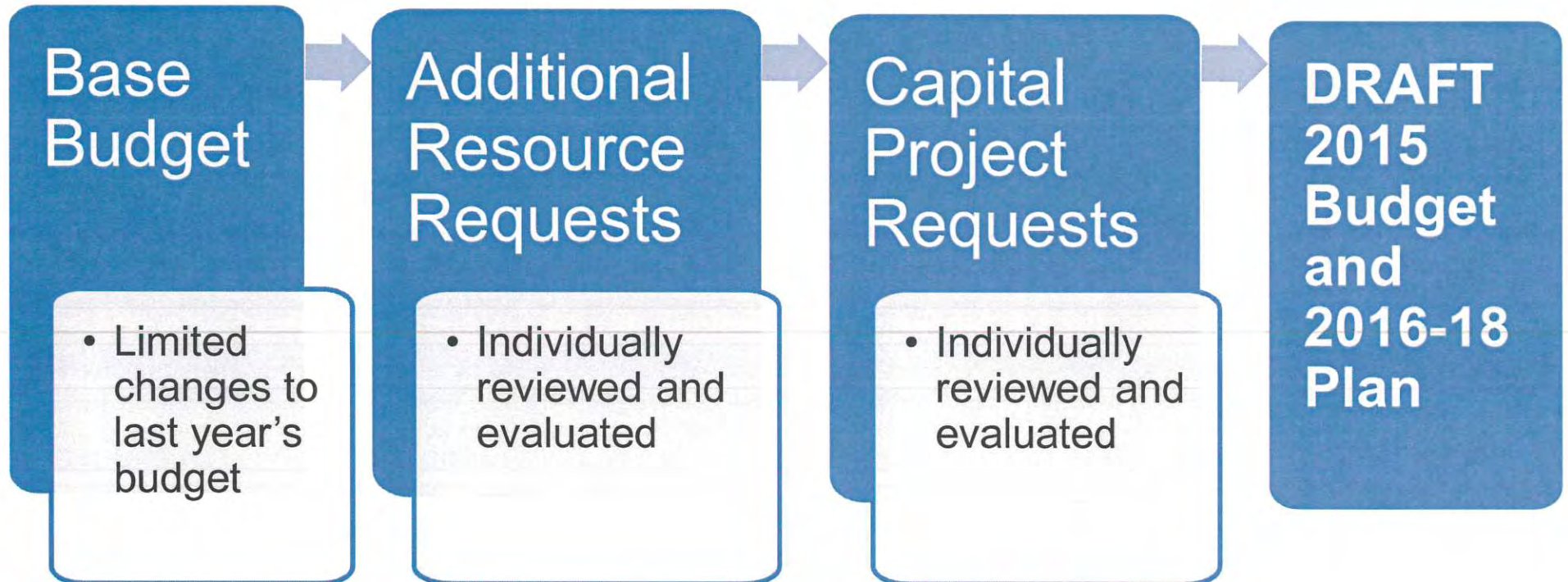


# Summary of Changes from 2014

	2015		2016		2017		2018	
	\$M	%	\$M	%	\$M	%	\$M	%
<b>Recognized in 2014</b>	<b>11.0</b>	<b>6.70%</b>	<b>8.0</b>	<b>4.41%</b>	<b>8.2</b>	<b>4.21%</b>	<b>0.0</b>	<b>0.00%</b>
Base Budget Requests	4.8	2.98%	3.2	1.69%	-0.5	-0.27%	6.3	2.92%
Additional Resource Requests	1.9	1.21%	0.9	0.45%	1.1	0.44%	2.6	1.23%
Staff Review Adjustments	-6.9	-4.25%	0.6	0.58%	0.8	0.55%	2.3	1.20%
<b>Incremental Levy Requirement</b>	<b>10.9</b>	<b>6.65%</b>	<b>12.7</b>	<b>7.13%</b>	<b>9.6</b>	<b>4.94%</b>	<b>11.1</b>	<b>5.35%</b>
Ice Storm Tree Replacement	0.8	0.49%	0.7	0.45%				
<b>Total Draft 2015 Financial Plan</b>	<b>11.7</b>	<b>7.14%</b>	<b>13.4</b>	<b>7.58%</b>	<b>9.6</b>	<b>4.93%</b>	<b>11.1</b>	<b>5.35%</b>



# Disciplined Budget Process





# Actions to Mitigate Budget Pressures

- Increased user fees
- Phased in a reduction in the use of reserves to pay for current operations over five years
- Phased in cost of tree replacement over two years
- Phased in operating cost of new resource library and fire station over two years
- Identified \$1M in savings to help fund additional resource requests
- Deferred many capital and operating requests to future years

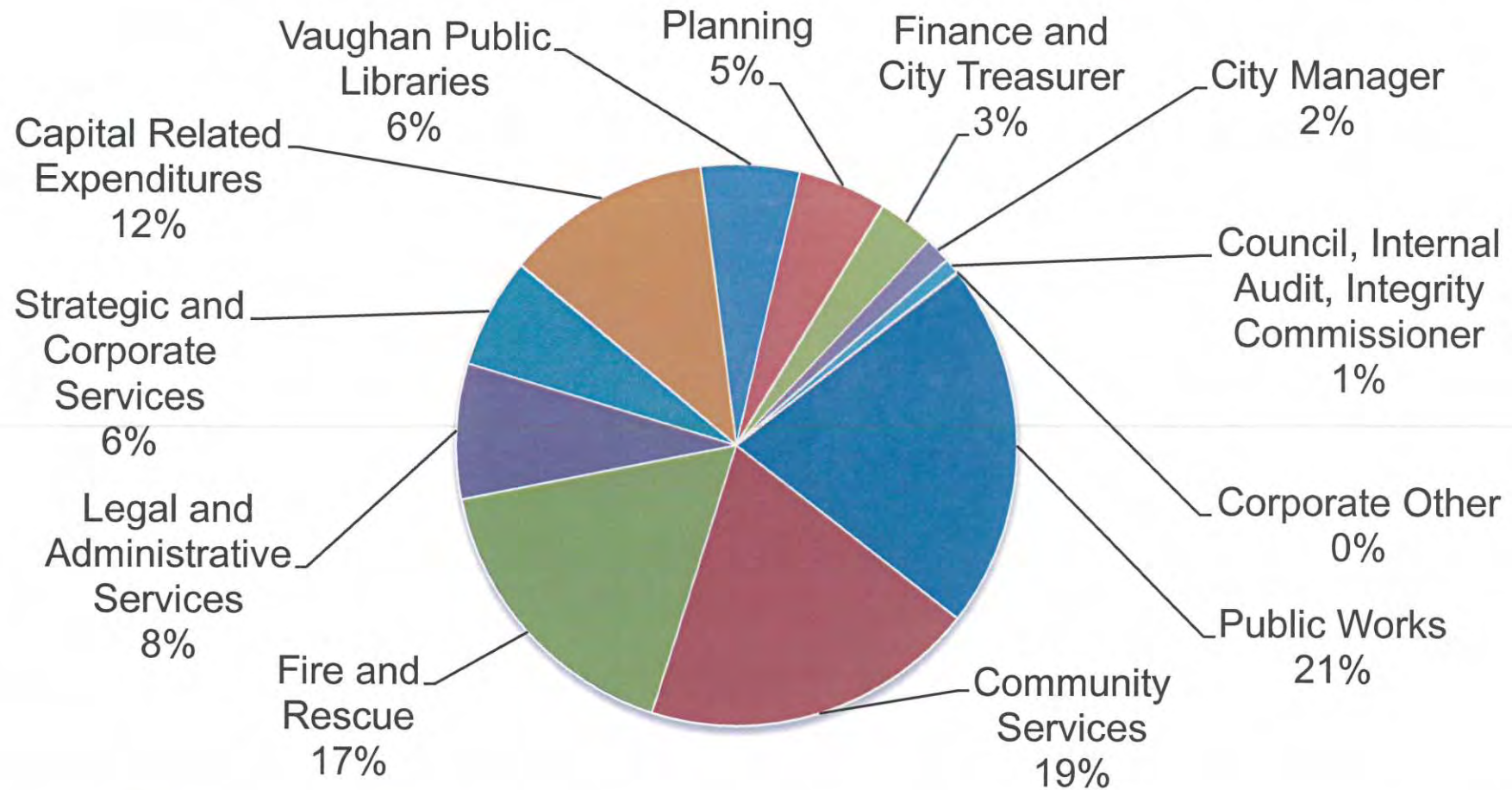


# Operating Expenditures



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# Total Operating Expenditures by Commission

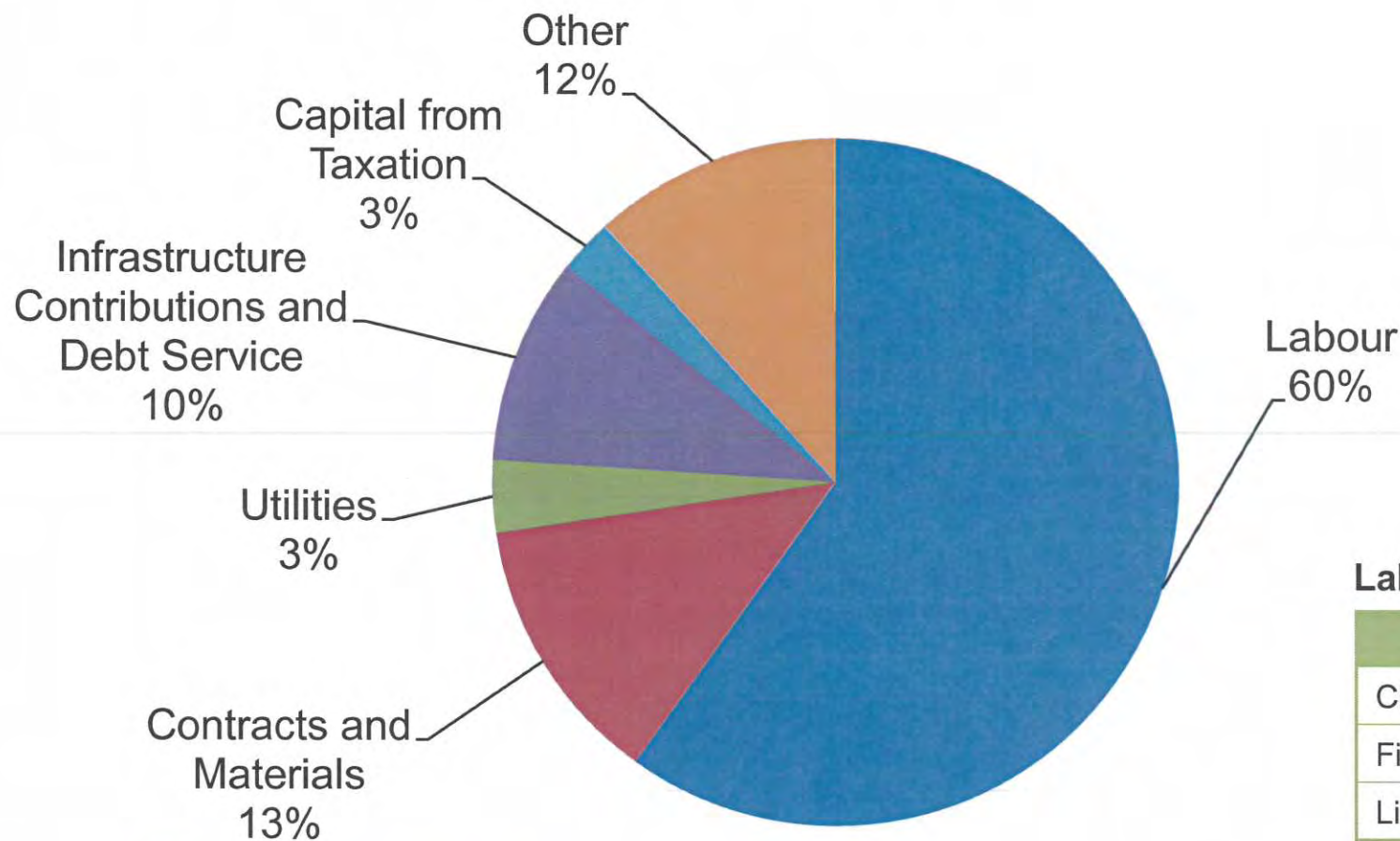


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*Note: Some numbers may not add due to rounding*



# Total Operating Expenditures by Type

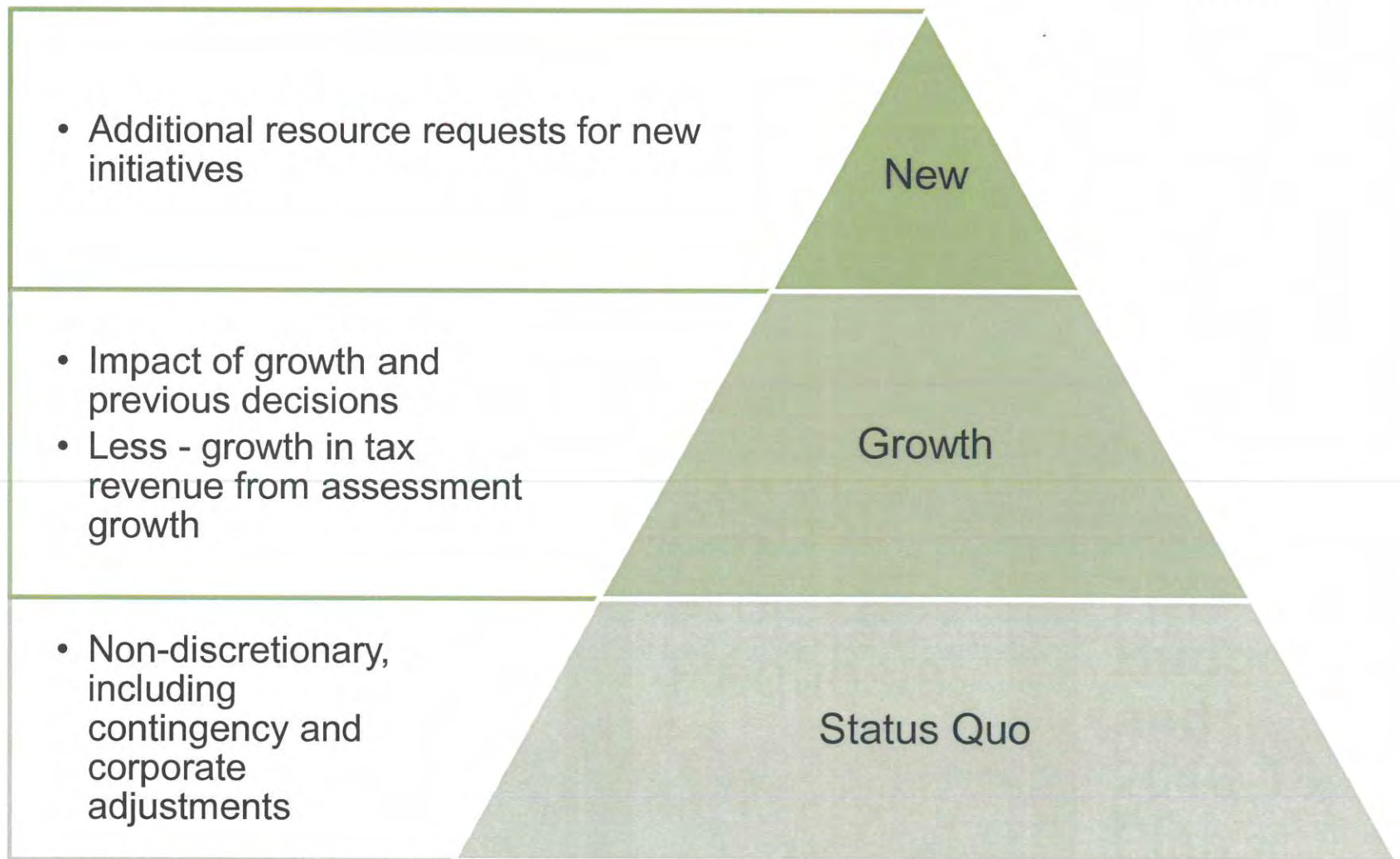


## Labour consists of:

	\$ M
City	103.9
Fire	41.5
Library	11.6
Total	157.0



# Budget Framework





# Applying the Conceptual Framework

	2015		2016		2017		2018	
	\$M	%	\$M	%	\$M	%	\$M	%
Status Quo Pressures	5.7	3.46	8.2	4.63	6.3	3.25	6.8	3.29
Growth Pressures	3.0	1.84	3.4	1.92	2.3	1.16	3.7	1.76
New Initiative Pressures	2.2	1.35	1.0	0.58	1.0	0.51	0.6	0.29
<b>Incremental Levy Requirement</b>	<b>10.9</b>	<b>6.65</b>	<b>12.7</b>	<b>7.13</b>	<b>9.6</b>	<b>4.93</b>	<b>11.1</b>	<b>5.35</b>
Tree Replacement Phase-in	0.8	0.49	0.7	0.45	0.0	0.00	0.0	0.00
<b>Total Draft 2015 Financial Plan</b>	<b>11.7</b>	<b>7.14</b>	<b>13.4</b>	<b>7.58</b>	<b>9.6</b>	<b>4.93</b>	<b>11.1</b>	<b>5.35</b>





# Status Quo Pressures



	2015		2016		2017		2018	
	\$ M	%	\$ M	%	\$ M	%	\$ M	%
Salary progressions and economic adjustments	4.9	2.98	2.3	1.30	2.1	1.07	1.2	0.58
Negotiated contract price increases, utilities, other	0.5	0.31	1.7	0.97	2.3	1.20	1.3	0.63
New user fees and user fee price increases	-0.1	-0.07	-0.5	-0.28	-0.4	-0.20	-0.4	-0.20
Net corporate changes	0.4	0.24	4.7	2.64	2.3	1.20	4.8	2.30
<b>Total Status Quo Pressures</b>	<b>5.7</b>	<b>3.46</b>	<b>8.2</b>	<b>4.63</b>	<b>6.3</b>	<b>3.25</b>	<b>6.8</b>	<b>3.29</b>



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*Note: Some numbers may not add due to rounding*

# Municipal Price Index

Component	Inflation Figure	Source	% of Budget	Weighted Average
Salaries and Benefits	2.0%	Settlement agreements	58.3%	1.2%
Contracts and Materials	4.0%	Five year Average Historical Increase	12.5%	0.5%
Utilities and Fuel	2.7%	Statistics Canada September 2014 - Energy CPI	3.8%	0.1%
Capital Funding	0.6%	Construction Price Index	2.5%	0.0%
Insurance	17.9%	AMO - 2011 municipal white paper	1.9%	0.3%
All Other	2.1%	Core Inflation - Sept 2014	21.0%	0.4%
<b>Combined Municipal Price Index</b>				<b>2.6%</b>



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*Note: Some numbers may not add due to rounding*



# Growth Related Pressures

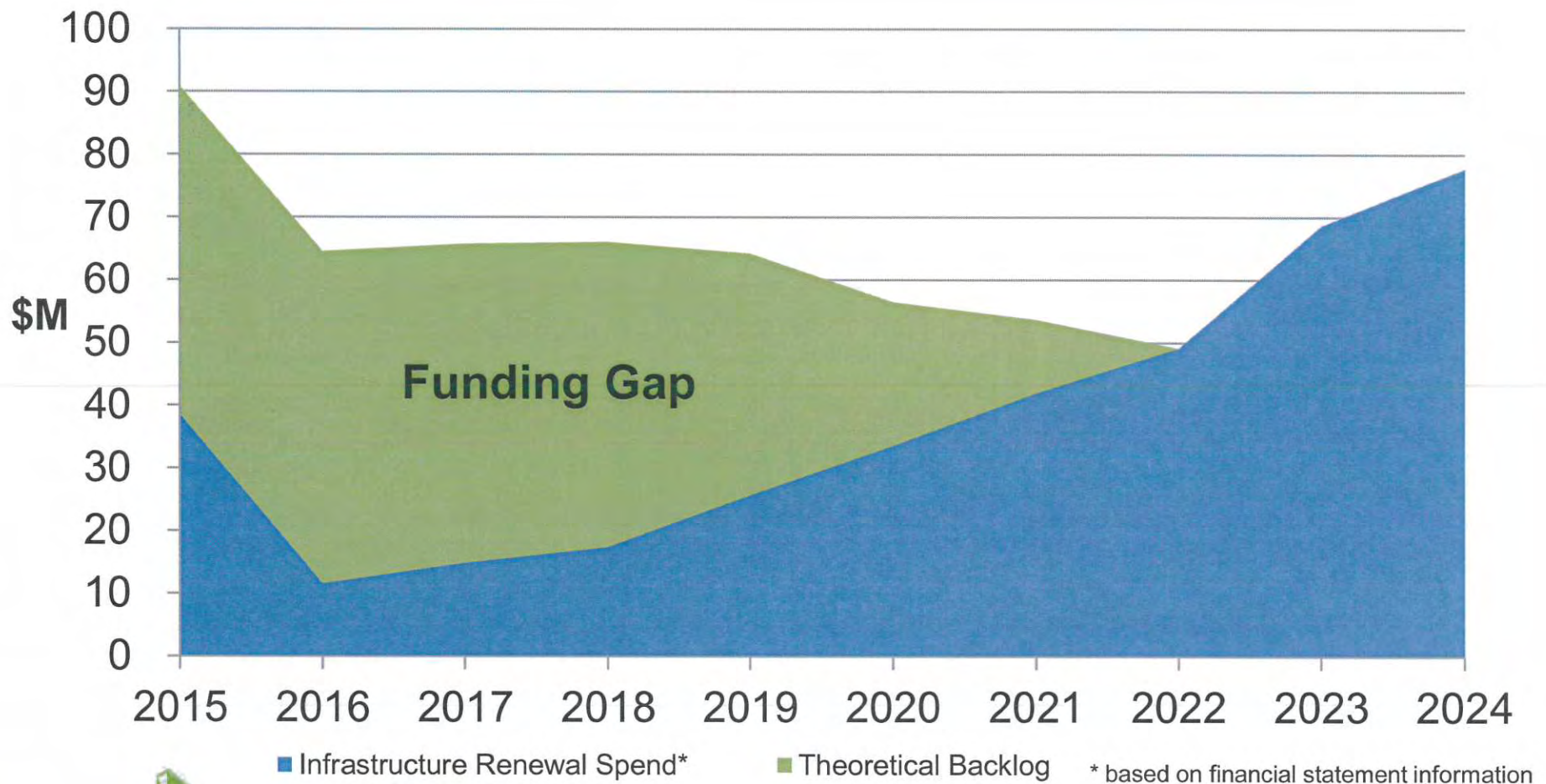


	2015		2016		2017		2018	
	\$M	%	\$M	%	\$M	%	\$M	%
Implementation of Previous Decisions:								
Salary annualization	1.0	0.61	0.0	0.06	0.0	0.20	0.0	0.01
New infrastructure operating (ARRs)	1.3	0.79	3.4	1.92	3.6	1.82	1.7	0.81
Debt service - Roads Program	0.5	0.31	0.4	0.23	-1.9	-0.77	2.7	1.28
Infrastructure reserve contributions	1.7	1.05	1.5	0.84	3.6	1.82	2.6	1.23
Subtotal	4.5	2.76	5.4	3.05	5.3	2.67	7.0	3.33
Maintain/Growth:								
Contract and utility volume increases	0.6	0.37	0.2	0.12	0.2	0.10	0.3	0.14
Program and service volume (ARRs)	1.4	0.86	1.7	0.96	1.2	0.60	0.4	0.19
User fee and service charge volume	-0.2	-0.13	-0.5	-0.29	-0.9	-0.45	-0.2	-0.09
Subtotal	1.8	1.10	1.4	0.79	0.6	0.30	0.4	0.19
Assessment growth:	-3.2	-1.97	-3.4	-1.92	-3.6	-1.82	-3.7	-1.76
<b>Growth-Related Incremental Costs:</b>	<b>3.0</b>	<b>1.84</b>	<b>3.4</b>	<b>1.92</b>	<b>2.3</b>	<b>1.16</b>	<b>3.7</b>	<b>1.76</b>





# Infrastructure Renewal Requirements



# New Initiatives



	2015		2016		2017		2018	
	\$M	%	\$M	%	\$M	%	\$M	%
Supporting Transformation	2.1	1.28	0.9	0.52	0.8	0.41	0.6	0.29
New/Enhanced Services	0.1	0.07	0.1	0.06	0.2	0.10	0.0	0.00
Additional Resource Requests	2.2	1.35	1.0	0.58	1.0	0.51	0.6	0.29
Ice Storm Tree Replacement	0.8	0.49	0.7	0.45	0.0	0.00	0.0	0.00
Total New Initiatives	3.0	1.99	1.7	1.03	1.0	0.51	0.6	0.29





# Capital Program



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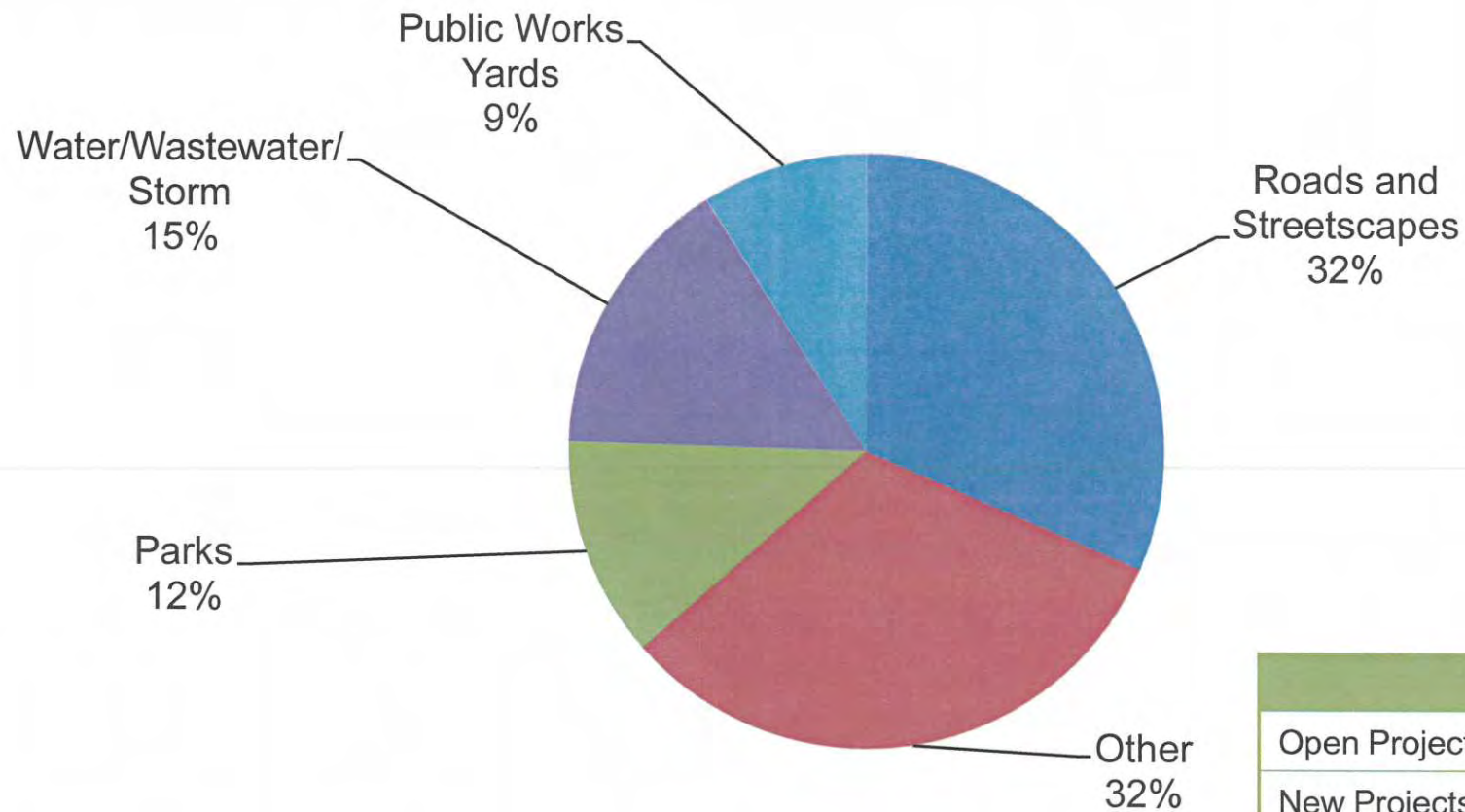
# Key Reserve and Debt Ratios

- Reserves and debt financing provide flexibility to smooth out costs over more than one year
- Targets set by Council to ensure these tools are used prudently
- Focus is on financial sustainability of the City

Ratio	2014	2015	2016	2017	2018	Target
Discretionary Reserve	69.6%	57.5%	53.6%	53.0%	54.9%	>50% of own source revenues
Working Capital	9.8%	9.3%	8.3%	6.8%	5.7%	up to 10% of own source revenues
Debt Level	6.2%	6.0%	6.6%	6.2%	4.7%	<10% of own source revenues



# Capital Plan (open + new submissions)



	\$ M
Open Projects	205.3
New Projects	469.9
Total	675.2





# Key Projects in the Capital Plan

Key Capital Projects	Underway	2015	2016	2017	2018
Vaughan Healthcare Centre Precinct	x				
Civic Centre Resource Library	x				
Father Ermanno CC - Fitness Centre Expansion	x				
Corporate Asset Management	x				
Block 11 Carville Community Centre and Library		x	x		
North Maple Regional Park Phase I Construction		x			
Curb and Sidewalk Repair and Replacement		x	x	x	x
LED Streetlight Conversion		x	x	x	x
Road Rehabilitation		x	x	x	x
Vellore Village South Library		x			
Ice Storm Tree Replacement		x	x	x	x
Black Creek Renewal			x	x	x
VMC NE Stormwater Management Pond			x	x	
Block 18 District Park Development			x	x	
Reposition Fire Station 74 – Kleinburg			x		
Block 59 District Park Development			x		





# Capital By Funding Source

Category (\$M)	2015	2016	2017	2018	2019+	Total
Development Charges	41.0	68.6	34.5	23.5	25.7	193.4
Debentures	4.0	6.9	43.2	12.2	50.5	116.8
Reserves	18.7	15.4	14.0	10.7	9.2	68.1
Taxation	7.4	11.0	9.9	9.2	8.4	46.0
Gas Tax	15.3	7.7	7.7	7.1	4.6	42.5
Grants and Other Financing	0.5	1.2	0.6	0.8	0.2	3.3
<b>Grand Total</b>	<b>87.0</b>	<b>110.9</b>	<b>109.9</b>	<b>63.5</b>	<b>98.7</b>	<b>469.9</b>



# Operating Impacts of Capital

Items	2015		2016		2017		2018	
	\$M	%	\$M	%	\$M	%	\$M	%
Operational Requirements	1.4	0.84%	3.3	1.84%	3.7	1.89%	2.0	0.95%
Debenture Financing	0.5	0.66%	0.4	-0.42%	-1.9	-1.77%	2.7	1.06%
Infrastructure Contributions	1.7	1.02%	1.5	0.86%	3.6	1.83%	2.6	1.22%
Total	3.5	2.52%	5.3	2.28%	5.4	1.94%	7.3	3.23%



# Taxation in Perspective

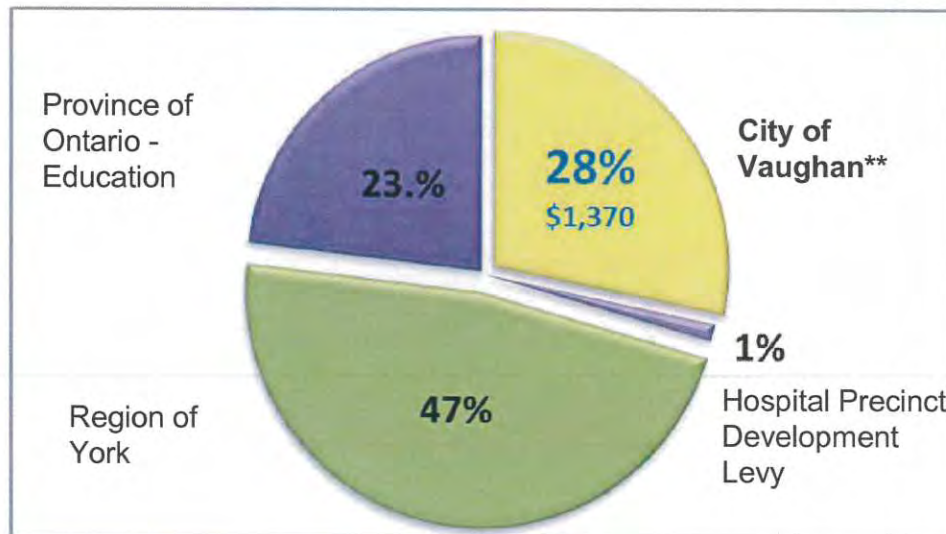


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# Vaughan's Portion of the 2015 Tax Bill

Portion of estimated average residential property tax bill (\$4,848\*)

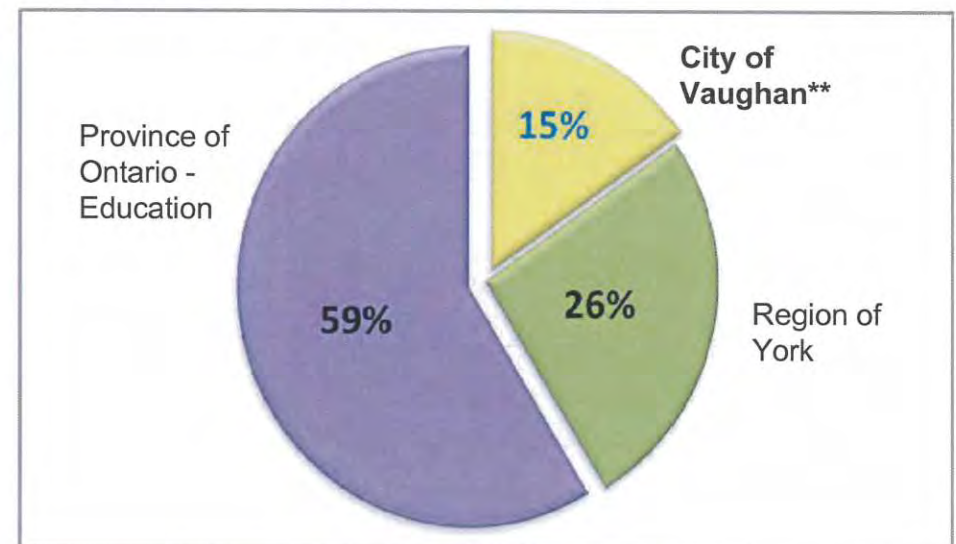


Provincial and Regional components based on 2014 information.

\* Based on an estimated average assessed value of \$587,000

\*\* Includes Ice Storm Tree Replacement Levy

Portion of commercial tax bill



# Cost of Municipal Services

\$	2015	2016	2017	2018
Fire and Rescue Services*	343	349	358	364
Public Works and Road Services	282	275	249	266
Vaughan Public Libraries*	120	138	142	141
Infrastructure	117	126	149	165
Parks	115	119	119	121
Recreation*	114	113	116	113
Corporate Administration	109	179	227	272
Waste Management	73	75	75	75
Buildings and Facilities	71	71	82	84
Development	20	16	16	15
Ice Storm Tree Replacement	6	12	12	12
<b>Total</b>	<b>1,370</b>	<b>1,473</b>	<b>1,545</b>	<b>1628</b>

\* Includes allocated cost of Buildings and Facilities

\*\* Based on an estimated average assessed value of \$587,000



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*Note: Some numbers may not add due to rounding*



# Household Spending Comparison

\$	Annually	Monthly
60L of gas/week*	3,975	331
Phone/Cable TV/Internet Bundle*	2,292	191
Hydro (based on 1,000 Kwh consumption/month)*	1,914	160
Car Insurance (Average GTA premium)*	1,545	129
<b>Municipal Services**</b>	<b>1,370</b>	<b>114</b>
Natural Gas (based on 1,500-2,000 sqft home)*	1,171	98

\* Figures based on local service provider information

\*\* Based on an estimated average assessed value of \$587,000



# Taxation per \$100,000 of Property Value

\$	2015	2016	2017	2018
<i>Total tax rate change</i>	7.14%	7.58%	4.93%	5.35%
Residential	15.55	16.60	10.79	11.53
Commercial	18.52	21.06	14.74	16.78
Industrial	21.75	24.74	17.31	19.71





# Next Steps



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# Where do we go from here?

Further reductions could require:

- Further increasing existing user fees or introducing new fees
- Reducing or eliminating some programs or services
- Reconsidering the timing or scale of strategic or transformational initiatives
- Reconsidering the timing of growth-related investments
- Reducing infrastructure renewal contributions
- Rethinking base service delivery levels





# Upcoming Budget Deliberations

- Next Committee Meeting Dates
  - Friday, Jan. 23 – 9:30 a.m. to 4 p.m.
  - Monday, Feb. 2 – 9:30 a.m. to 11 a.m.
  - Monday, Feb. 9 – 7 p.m. to 10 p.m.
  - Monday, March 2 – 9:30 a.m. to 11 a.m.
  - Monday, March 9 – 9:30 a.m. to 11 a.m.
- Agenda items
  - Commission Presentations
  - Committee requested Items
  - Council Budgets



# Discussion Q and A



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**DRAFT 2015 BUDGET AND 2016-2018 PLAN****Recommendation**

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

1. That the presentation on the DRAFT 2015 Budget and 2016-18 Plan be received; and
2. That this matter and any comments received be referred to the next Finance, Administration, and Audit Committee to continue deliberations.

**Contribution to Sustainability**

The City's multi-year budget and financial plan contribute to sustainability by developing a longer term view of the resources required to achieve the City's strategic objectives and established priorities. Responsible planning allocates resources in a way that balances needs and aspirations of the present without compromising the ability to meet those of the future. Moving forward, a longer-term view will become increasingly important to assist stakeholders in developing sustainable and responsible financial strategies, which could include a suite of options such as increases in taxation, adjustments to fee recovery policies and potentially reconsidering growth timing, premium programs or base service delivery levels.

**Communication Plan**

A comprehensive public communications plan has been developed to support the budget. An overview of the plan has been provided, as a separate report, to the Finance, Administration, and Audit Committee meeting of January 12, 2015.

**Economic Impact**

The multi-year budget and financial plan presented in this DRAFT 2015 Budget and 2016-18 Plan is based on Departments' needs-based requests and should be considered as a starting point for the Committee and Council deliberations that will take place over the next three months.

The DRAFT 2015 Budget and 2016-18 Plan attempts to balance the timing and funding of City programs, infrastructure renewal, development projects, and corporate initiatives essential to build and maintain the City. It also takes into account several one-time and extraordinary factors, as well as the cumulative impact of the economic environment that have combined to place increasing pressure on the City's finances.

The December 2013 ice storm resulted in the loss of a significant portion of Vaughan's tree canopy. The cost estimate to replace the trees lost is approximately \$7.2M which the City will have to fund. A special Ice Storm Tree Replacement Levy is being proposed to provide \$1.5M in funding annually. The DRAFT 2015 budget and 2016-18 Plan phases this special levy in over two years at an average annual impact of 0.5%.

If adopted as presented, the current DRAFT 2015 Budget and 2016-18 Plan with the Ice Storm Tree Replacement levy would have the following economic impacts:

**Table1: DRAFT 2015 Budget and 2016-18 Plan with Ice Storm Tree Replacement Levy**

<b>\$M</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Gross Operating	262.0	271.3	278.9	287.8
Non-Tax Revenue	84.4	82.4	83.0	82.9
Net Operating	177.6	188.8	195.9	204.9
Less: Assessment Growth	3.2	3.4	3.6	3.7
<b>Net Levy Requirement</b>	<b>174.4</b>	<b>185.5</b>	<b>192.3</b>	<b>201.2</b>
<b>Incremental Levy Requirement</b>	<b>10.9</b>	<b>12.7</b>	<b>9.6</b>	<b>11.1</b>
<i>Incremental Tax Rate</i>	<i>6.65%</i>	<i>7.13%</i>	<i>4.93%</i>	<i>5.35%</i>
<i>Ice Storm Tree Replacement Phase-in</i>	<i>0.49%</i>	<i>0.45%</i>	<i>0.00%</i>	<i>0.00%</i>
<i>Total Incremental Tax Rate</i>	<i>7.14%</i>	<i>7.58%</i>	<i>4.93%</i>	<i>5.35%</i>
Tax Bill increase for the Average Home	\$91.29	\$103.42	\$71.98	\$81.97

Total Capital Program	\$87.0	\$110.9	\$109.9	\$63.5
Operating Implications*	\$1.4	\$3.3	\$3.7	\$2.0
Portion of Incremental Tax Rate	0.84%	1.84%	1.89%	0.95%

*\*Represents the estimated operating implications associated with the capital program. These operating implications are incorporated in the draft operating budget.*

*Note: Some numbers may not add due to rounding*

## **Purpose**

The purpose of this report is to provide the Finance, Administration, and Audit Committee with an overview of the current DRAFT 2015 Budget and 2016-18 Plan and the corresponding tax adjustments that, if adopted, would occur for the average Vaughan household.

This is the first of a series of budget reports to support Council's deliberations about the City's budget. Developing a financial plan and budget is a complex activity that must consider multiple service lines, programs and supporting financial components. Recognizing this challenge, new this year will be budget presentations from the City Manager, each Commissioner, the Fire Chief, and the CEO of Vaughan Public Libraries. These presentations are intended to provide Council with additional context on the budgets outlined in this report.

## **Background – Analysis and Options**

This DRAFT 2015 Budget and 2016-18 Plan, is a complex multifaceted document. To assist the public and Council Members with understanding the challenges facing the City, and to assess the DRAFT 2015 Budget and 2016-18 Plan, the remainder of this document is organized into the following budget components:

- A. Overview
- B. Operating Budget Overview
- C. Operating Budget Approach
- D. A New Perspective: Conceptual Budget Framework
- E. Exclusions from the Operating Budget
- F. Capital Budget Overview
- G. Capital Budget Approach
- H. Capital Budget and Plan by Funding Source



## **A. Overview**

### **Financial Sustainability: Always a Key Priority**

The objective of the City's financial planning process is to develop a multi-year budget that balances the need to maintain existing services, accommodate growth requirements, and undertake corporate initiatives against the City's capacity to fund them. The City's financial management policies and practices are based on best practices to maintain the City's strong financial position. Rigorous Council-approved budget submission guidelines and staff review processes help ensure that the City's residents and businesses are provided with value for their property tax dollars. Prudent reserve policies are in place to help the City save to address future infrastructure needs and to provide the flexibility to minimize the impact of one-time or unexpected costs.

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

Over the last three decades, Vaughan has transformed from a rural township to a major urban centre, growing ten-fold between 1981 and 2011.<sup>1</sup> This report presents a plan to support the City of Vaughan's three strategic goals of Service Excellence, Staff Excellence, and Organizational Excellence as outlined in Vaughan Vision 2020 and the City's various master plans. As it seeks to achieve these goals, the City faces challenges to achieving a balanced budget and maintaining service levels.

There are many factors that place pressures on the property tax rate, including:

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

The DRAFT 2015 Budget and 2016-18 Plan seeks to ensure that funding is allocated to achieving all of Council's priorities while minimizing associated tax rate increases, a few high priority initiatives of note are:

- Vaughan Healthcare Centre Precinct
- Vaughan Metropolitan Centre
- Vaughan Enterprise Zone
- City's Local Transportation Network

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

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

### Illustration 1: City Services

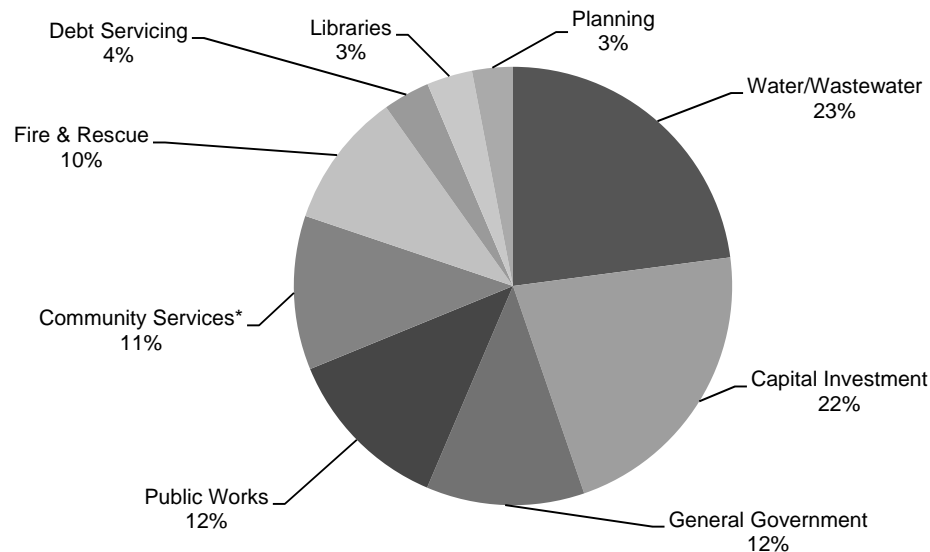
<i>Engineering/Public Works</i>		<i>Parks &amp; Recreation</i>	
Roads - Lane Kms	2,046	Community Centres	10
Sidewalks - Kms	1,122	Fitness Centres	7
Bridges & Structures	181	Theatres	1
Streetlights	25,899		
Traffic Signals	84	Parkland - Hectares	951
Public Works Yards	3	Trails - Km	58
<i>Fire &amp; Rescue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

\* Based on 2014 estimates

While the financial planning process for the City seeks to minimize the tax burden on all residents and businesses, a special focus has been placed on the impact to seniors. The City provides a number of benefits and discounts to seniors to reflect the recognition that many seniors live on fixed incomes. The Department of Recreation and Culture provides seniors with significantly discounted rates on memberships to Vaughan's network of fitness centres and programs offered. Low income seniors, receiving the Guaranteed Income Supplement are also eligible to receive the City of Vaughan's Elderly Homeowners' Tax Assistance Program which provides tax credits on the Vaughan portion of the property tax bill. In 2014, the tax credit is \$329, more than 20% of the average property tax bill.

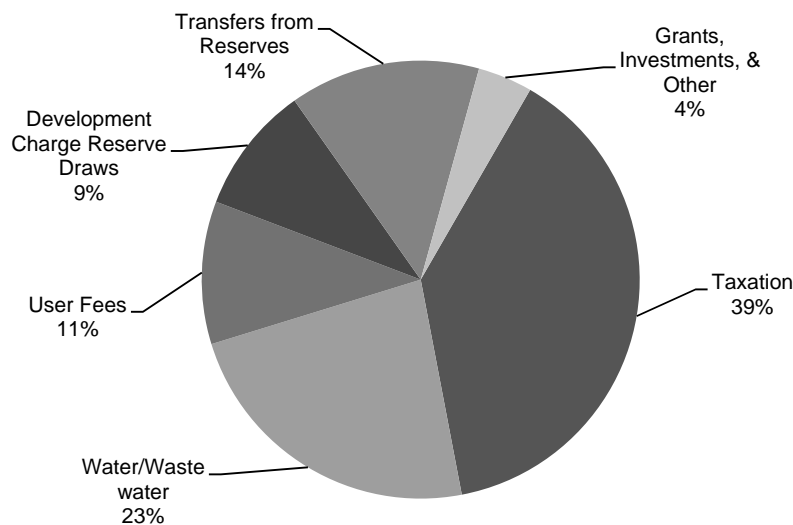
The services provided by the City of Vaughan are primarily funded through taxation, but also water and wastewater rates, development charges, fees, and other non-tax revenue. The City's total expenditures, including capital investment and the costs to provide water and wastewater services are over \$437 million. The first chart below shows the share of these total expenditures attributable to each major service and expenditure category while the following chart shows how these expenditures are funded.

**Chart 1: Breakdown of 2015 All Operating and Capital Expenditures by Major Area:**



\* An interim structure is in place for the departments in Community Services whereby they have been distributed among other commissions pending a Council decision on the leadership and structure of the Community Services Commission.

**Chart 2: 2015 Operating and Capital Expenditures are funded by**



The operating budget included in this report excludes Water and Waste Water services and related revenues. Water and Waste Water services and all of the associated operating and capital costs are fully funded through rates that are separately billed. They have been shown in the above charts only to give the public and Council an overall sense of all City activities.

It is important to note that Water and Waste Water services does not only have its own dedicated staff and resources but shares many resources with other City services. The Department of Financial Planning and Analytics, working with the Public Works Commission, has allocated costs of shared resources to either City of Vaughan or to Water and Waste Water services based on work effort. All direct costs reside in the correct budget (i.e. City of Vaughan or Water and Waste Water) and do not require a chargeback mechanism in order to properly allocate costs. Revisions to the water and wastewater recovery methodology have resulted in a revised



allocation of department costs for water and wastewater related activity. The impact of this change for 2015 is an increase in the recovery of \$0.4M.

The budget for Water and Waste Water Services will be presented to Council in February. It is hoped that in future years, the timing of the development of these budgets can be further aligned so that the Water and Waste Water budget can be consolidated within the overall City budget.

## **Economic Outlook<sup>2</sup>**

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

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

### **Interest rates**

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

### **Export Sales**

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

### **Real Estate Activity**

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

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<sup>2</sup> Sources:

Monetary Policy Report Summary, Bank of Canada, October 2014

2014 Ontario Fiscal Update, TD Economics, November 17, 2014

2015 Canadian Market Outlook, CBRE

Building Opportunity Securing Our Future, 2014 Budget, Ontario Ministry of Finance

Colliers International, Colliers GTA Industrial Statistics, 2014 Q3

CMHC as quoted in Bryan Tuckey's article in the Toronto Star, "Experts cautiously optimistic for housing sector in 2015", published Friday, November 14, 2014.

Export Register, Statistics Canada International Accounts and Trade Division, 2012

Scotiabank Global Auto Report, September 2014

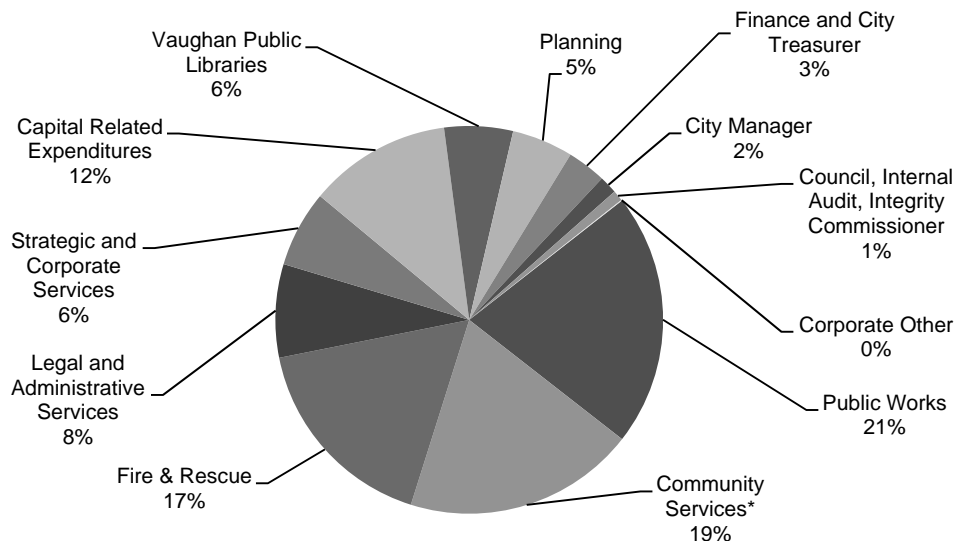
## B. Operating Budget Overview

Total operating expenditures included in this DRAFT 2015 Budget are \$262 million. The following chart illustrates the share of these expenditures allocated to each Commission or major expenditure category.

Public Works, excluding Water and Wastewater Services is the single largest commission, representing 21% of operating expenditures each year between 2015 and 2018. This is closely followed by Community Services Commission at 19%, and Fire and Rescue Services at 17%. These three critical service areas make up over 57% of total operating expenditures.

**Special Attention:** It should be noted that an interim structure is currently in place for the departments of Community Services whereby they have been distributed among other Commissions pending a Council decision on the leadership and structure of the Community Services Commission. The sole exception is the Department of Parks & Forestry Operations that has been permanently aligned with the Commission of Public Works. An explanation and reconciliation of the interim alignment is included in Attachment 3.

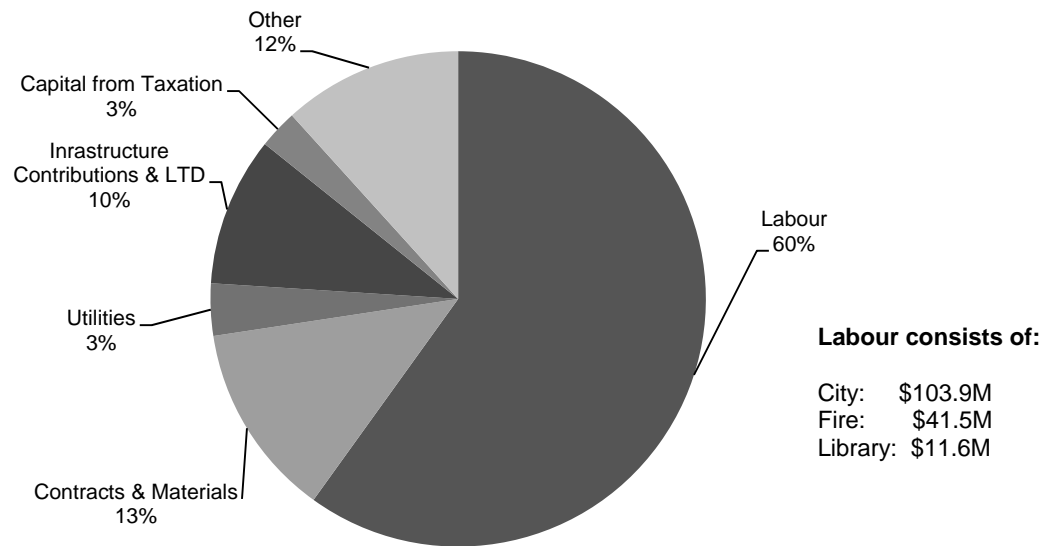
**Chart 3: 2015 Expenditures by Commission/Category**



\* An interim structure is in place for the departments in Community Services whereby they have been distributed among other commissions pending a Council decision on the leadership and structure of the Community Services Commissions.

The next chart illustrates how the \$262 million in operating expense can be classified by type. The services provided by the City are primarily provided by people – fire fighters, librarians, lifeguards, recreation staff and instructors, building maintenance workers, enforcement officers, park attendants, roads equipment operators, building inspectors, and others. Consequently, labour costs make up over 58% of city expenditures.

**Chart 4: 2015 Operating Expenditures by Type**



### **C. Operating Budget Approach**

Since 2012, the City of Vaughan has been moving towards a multi-year operating budget outlook. In 2014 the multi-year outlook included the 2014 budget and a financial plan for 2015-17 that included both base budgets and recognized additional resource requests. Each year the base budget assumptions are re-evaluated in light of guidelines issued by the Department of Financial Planning and Analytics.

These guidelines were approved by Council on June 16, 2014. Final budget submissions were due to the Department of Financial Planning and Analytics in September 2014 and the Department's review included a validation of all requested base budget changes over the four year term of this plan to ensure that they adhered to the guidelines. Through budget submission reviews and assurances from Commissioners and Directors, there is a very high level of confidence that approved guidelines were followed.

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

The City's budget development process allows departments to formally submit requests for additional resources, above and beyond the permitted base budget adjustments. There are numerous reasons why a department may make a request for additional resources. In some cases, the related service is staffed with internal labour and as population or service usage growth occurs, additional staff is required to maintain the same standard of service. In other cases, the driving force is transformation whereby a department believes that by making a one-time investment, it will be possible to drive efficiencies in service delivery or general government administration. Where possible, submitting departments identified internal offsets to mitigate the impact of additional resource requests and ensure that value for money was maximized.



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

- Degree of linkage to Vaughan's Vision and fourteen strategic initiatives
- Value Proposition (e.g. existence of offsets)
- Risk Management (e.g. regulatory requirements or health and safety issues)
- Degree of linkage to new growth-related infrastructure

The process was driven by ensuring a high degree of objectivity, consistency, and transparency among the various additional resource requests. Subsequently, the Senior Management Team vetted the timing of ARRs and categorized them according to their rationale for the Committee's consideration. Additional information about Additional Resource Requests (ARRs) is available in Appendix A.

### Summary of Changes

The City faces significant base budget pressures in department expenditures and several corporate items. The impact of these challenges, along with additional resource requests resulted in submissions that were initially significantly higher than 2014's outlook. A large portion (\$6.9M in 2015) was mitigated through the staff review process and actions taken to smooth out the impact of corporate items. The following table summarizes the 2015 incremental impact of changes:

**Table 2: Summary of Changes**

	2015		2016		2017		2018	
	\$M	Rate Incr.	\$M	Rate Incr.	\$M	Rate Incr.	\$M	Rate Incr.
Recognized in 2014	11.0	6.70%	8.0	4.41%	8.2	4.21%	0.0	0.00%
Base Budget Adjustment Requests	4.8	2.98%	3.2	1.69%	-0.5	-0.27%	6.3	2.92%
Additional Resource Requests	1.9	1.21%	0.9	0.45%	1.1	0.44%	2.6	1.23%
Staff Review Adjustments Made	-6.9	-4.25%	0.6	0.58%	0.8	0.55%	2.3	1.20%
<b>Draft 2015 Financial Plan</b>	<b>10.9</b>	<b>6.65%</b>	<b>12.7</b>	<b>7.13%</b>	<b>9.6</b>	<b>4.94%</b>	<b>11.1</b>	<b>5.35%</b>
<b>Draft Plan Components</b>								
Base Budget Pressures	6.0	3.68%	6.5	3.68%	3.8	1.95%	8.4	4.05%
Additional Resource Requests	4.8	2.96%	6.1	3.45%	5.8	2.98%	2.7	1.29%
	<b>10.9</b>	<b>6.65%</b>	<b>12.7</b>	<b>7.13%</b>	<b>9.6</b>	<b>4.93%</b>	<b>11.1</b>	<b>5.35%</b>
Ice Storm Tree Replacement	0.8	0.49%	0.7	0.45%				
<b>Total Draft 2015 Financial Plan</b>	<b>11.7</b>	<b>7.14%</b>	<b>13.4</b>	<b>7.58%</b>	<b>9.6</b>	<b>4.93%</b>	<b>11.1</b>	<b>5.35%</b>

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

The following table takes into account not just departmental expenditures but also non-tax revenues and reserve transfers. When revenues are taken into account, Public Works share of total net expenditures rises to approximately 30%, while Community Services' share drops to reflect the fact that Recreation has a target cost recovery ratio of 95%.

**Table 3: Tax Supported Requirements for City Services and Administration**

<b>Commission/Category</b>	<b>2015</b>		<b>2016</b>		<b>2017</b>		<b>2018</b>	
	<b>\$M</b>	<b>% of Total</b>	<b>\$M</b>	<b>% of Total</b>	<b>\$M</b>	<b>% of Total</b>	<b>\$M</b>	<b>% of Total</b>
Public Works	52.4	30%	53.9	29%	54.8	28%	55.4	27%
Fire & Rescue	43.4	24%	44.7	24%	46.0	23%	45.5	22%
Community Services*	30.5	17%	30.5	16%	33.0	17%	32.2	16%
Strategic and Corporate Services	17.3	10%	18.1	10%	17.5	9%	17.4	8%
Legal and Administrative Services	16.5	9%	17.0	9%	17.5	9%	17.6	9%
Vaughan Public Libraries	15.5	9%	17.0	9%	15.5	8%	15.0	7%
Finance and City Treasurer	8.7	5%	8.5	4%	8.8	5%	8.9	4%
Capital Related Expenditures	5.4	3%	9.1	5%	13.3	7%	20.0	10%
City Manager	4.0	2%	3.9	2%	4.0	2%	4.0	2%
Council, Internal Audit, Integrity Commissioner	2.3	1%	2.3	1%	2.3	1%	2.4	1%
Planning	0.8	0%	0.1	0%	-0.1	0%	-0.3	0%
Corporate Other	-19.2	-11%	-16.4	-9%	-16.8	-9%	-13.5	-7%
<b>Total</b>	<b>177.6</b>	<b>100%</b>	<b>188.8</b>	<b>100%</b>	<b>195.9</b>	<b>100%</b>	<b>204.7</b>	<b>100%</b>
Ice Storm Tree Replacement	0.8		1.5		1.5		1.5	
<b>Total including Tree Replacement</b>	<b>178.4</b>		<b>190.3</b>		<b>197.4</b>		<b>206.2</b>	

*\*An interim structure is in place for the departments in Community Services whereby they have been distributed among other commissions pending a Council decision on the leadership and structure of the Community Services Commission.  
Note: some numbers may not add due to rounding.*

### **Actions to Mitigate the Budget Pressures**

The budgeting process continues to evolve to meet the need of increasing complexities and pressures within the operating budget. Specific actions taken to manage the operating pressures include:

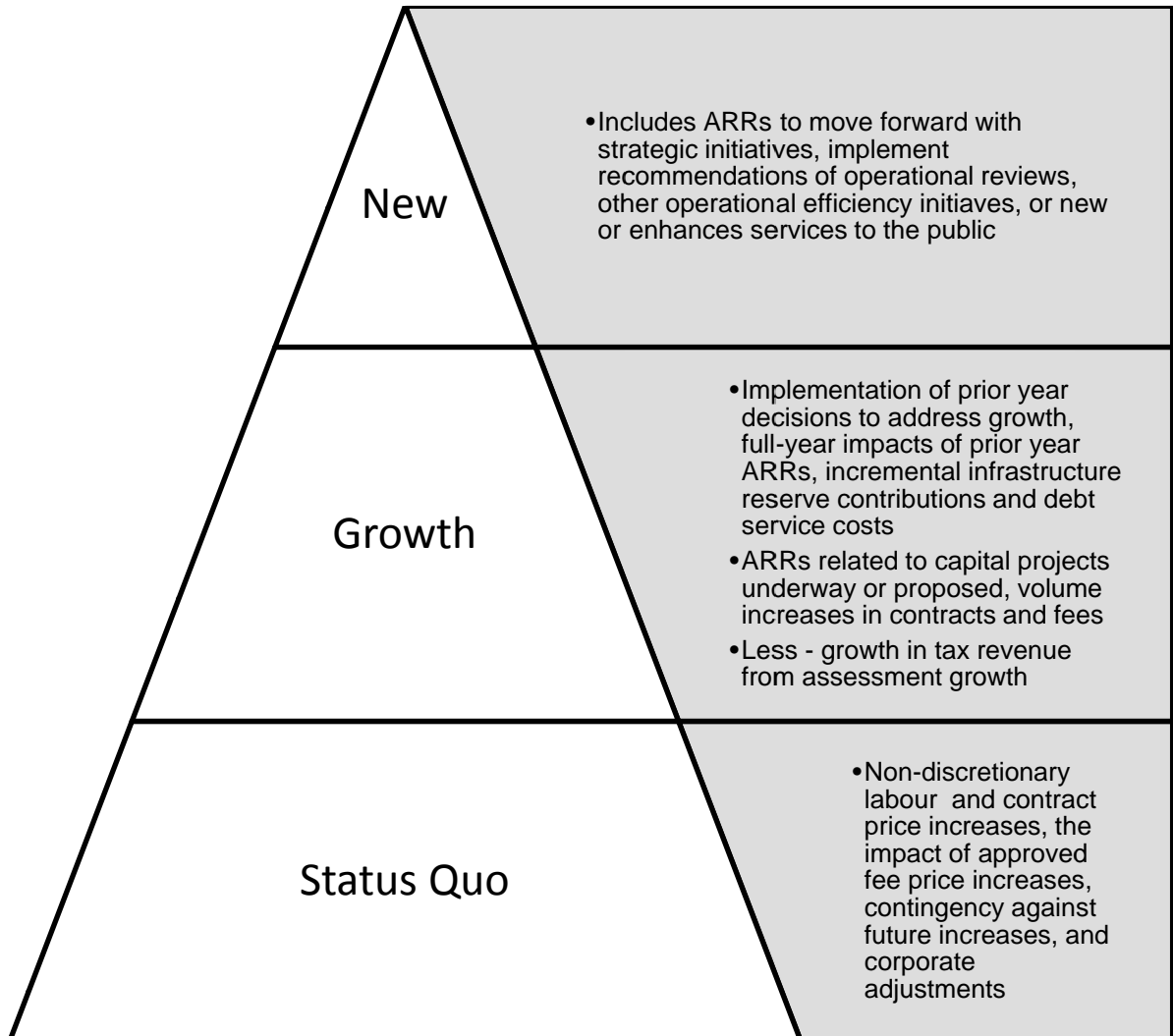
- Increasing user fees, at a minimum, in line with inflation and working towards meeting the cost recovery policy targets set by Council
- Phasing out subsidizations of operating costs from the reserves over five years
- Replacing trees lost in ice storm over seven years and phasing in related tax increase over two years
- Aligning budget allocations to cash flow requirements where resources are only required for part of the year
- Identifying offsets for 2015 additional resource requests of over \$1M, which is 20% of the total request

Additionally, Senior Management Team budget deliberations focused on commission by commission analysis of the full cost of services, both the base and additional resource requests. It should be noted that through staff review of the additional resource requests, a number of requests were deferred to future years.

#### D. A New Perspective: Conceptual Budget Framework

When considering base budget increases and additional resource requests, it is helpful to categorize incremental costs into the following conceptual framework:

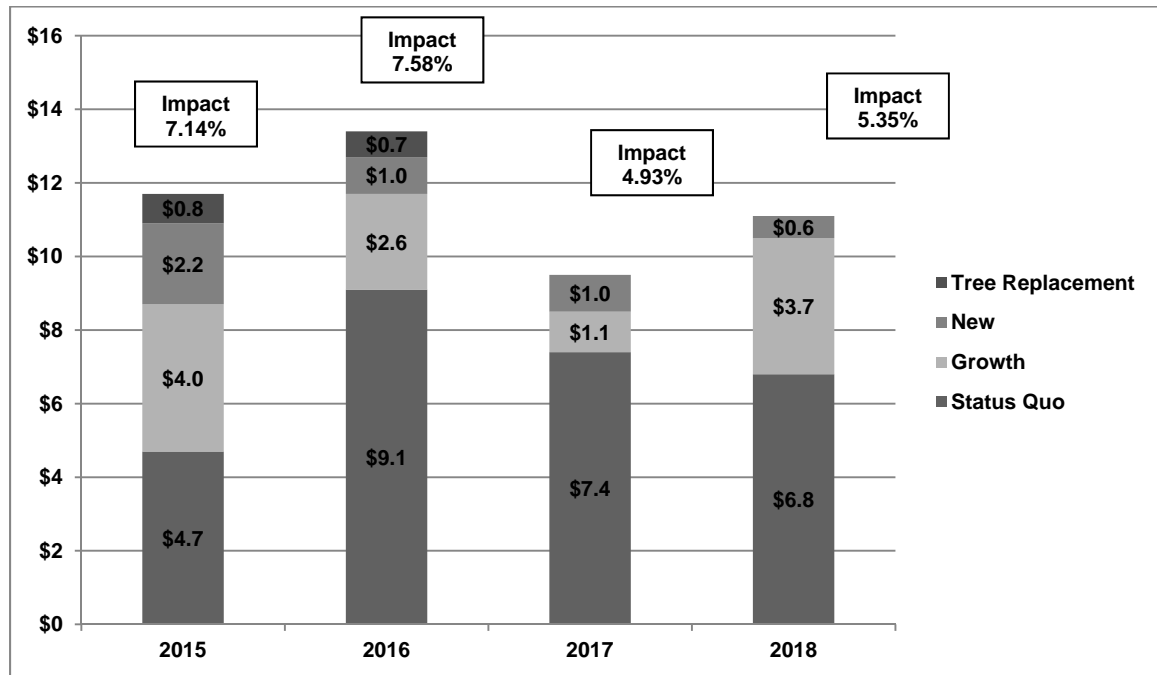
Illustration 2: Conceptual Budget Framework





The chart below illustrates the proportion of each year's increase that is attributable to each component in the budget framework.

**Chart 5: Budget Increases per Components of Conceptual Budget Framework**



### Major pressures in the Status Quo

#### 1. Price Pressures on City Service Delivery

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

Council confirmed the programs and services offered by the City following a Program Review report to Council on December 13, 2011. The purpose of the review was to benchmark the services and programs provided by the City of Vaughan against other similar municipalities and externally set standards. Services were divided into streams on the basis of the level of Council discretion about the service level. Services were classified as being either mandatory, standard, or premium. Standard Services were further classified as being essential, traditional, or desired.

**Table 4: Program Review**

<b>Program Classification</b>	<b># of Programs</b>	<b>% of Total Budget \$</b>	<b>Example of Service</b>
Mandatory	30	18%	Winter Control, Roads Maintenance, Development Planning, Election, Financial Statements, Financial Planning (Budgets)
Standard Essential	29	35%	Fire and Rescue Operations, Waste Management, Library Collections, Pavement Marking
Standard Traditional	56	26%	Community Centres, Building Construction, Insurance/Risk Management, Tree and Boulevard Maintenance, Roadway Sweeping, Library Research Assistance
Standard Desirable	56	16%	Library Spaces/Places, Horticulture, Trails/Paths/Open Spaces, Sports Fields, Recreational Programs
Premium	33	5%	Path/Sidewalk snow clearing, Windrow Clearing, Crossing Guards, Project Management

Cost increases in the Status Quo are primarily price related and represent changes to the base service delivery model that are wholly non-discretionary. Excluding corporate items, these average in excess of \$5M per year between 2015 and 2018. This is consistent with Vaughan's calculated municipal price index. Like the familiar CPI or Consumer Price Index, the calculated MPI is a way for municipalities to benchmark the cost increases they are experiencing. The components of Vaughan's MPI and how they are calculated are set out in the table below.

**Table 5: Municipal Price Index**

<b>Component</b>	<b>Inflation Figure</b>	<b>Source</b>	<b>% of Budget</b>	<b>Weighted Average</b>
Salaries and Benefits	2.0%	CoV settlement agreements	58.3%	1.2%
Contracts and Materials	4.0%	5 yr. Average Historical Increase	12.5%	0.5%
Utilities and Fuel	2.7%	Stats Can. Sept 2014 - Energy CPI	3.8%	0.1%
Capital Funding	0.6%	Construction Price Index	2.5%	0.0%
Insurance	17.9%	AMO - 2011 municipal white paper	1.9%	0.3%
All Other	2.1%	Core Inflation - Sept 2014	21.0%	0.4%
<b>Combined Municipal Price Index</b>				<b>2.6%</b>

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

Salaries and benefits are projected to increase by an average of 3% per year. This includes economic adjustments of about 2%, consistent with negotiated labour agreements. It also includes salary progressions for new, growth-related staff complements and increasing benefit costs. A contingency against the impact of future labour negotiations is also included for 2016-2018, after the current agreements expire.

Other department expenditures are trending at annual average increases of 2.8% over the next four years. This includes inflationary adjustments and contract increases for operating expenditures such as utilities, contracts, materials, and insurance premiums.

When growth-related volume changes are excluded, as in the budget framework analysis shown above, both of these are in line with the Municipal Price Index, indicating that these base expenditures are being well managed by the organization.

Corporate adjustments included in the Status Quo are self-offsetting in 2015. Beginning in 2016, corporate adjustments include a contingency of approximately 1% of gross operating costs as a prudence measure against additional unforeseen pressures. Additionally, there is a further impact from decreased investment revenues in 2016, primarily as a result of fluctuating dividend forecasts from PowerStream. Actual dividends received will be dependent on Power Stream's actual net income.

Additional changes in the Status Quo are a result of revisions to the water and wastewater recovery methodology, \$0.4M, a result of a revised allocation of department costs for water and wastewater related activity and the impact of phasing out the subsidization of current costs from reserves.

## **2. Phasing-out Subsidization from Reserves**

Previous budgets included planned annual draws from the Tax Rate Stabilization Reserve and also anticipated a surplus up to \$2.5 million would be available each year to be carried forward to minimize tax rate increases in the following budget year. The City began phasing out use of these two funding sources over four years. However two events have required the acceleration of the planned phase-out:

- As a result of increased costs to manage the long, severe winter of 2014 the City will not have a surplus to carry forward to 2015.
- To address a one-time charge without requiring additional tax increases, the Tax Rate Stabilization reserve was almost fully depleted in 2013. Consequently, the Tax Rate Stabilization reserve is no longer available to support the DRAFT 2015 Budget and 2016-18 Plan.

If not phased-in, the impact of eliminating these two items would be an incremental tax rate increase of 2.39%. However, since the City has prudently invested in multiple discretionary reserves over the last twenty years, including a Working Capital Reserve, this budget and plan phases-in the impact over 5 years by drawing on the Working Capital Reserve to reduce the impact to 0.5% in 2015, building to 1% in 2018.

## **Major Growth-related Pressures**

The next section, entitled Growth, includes both the remaining items in the base and ARRs that are directly tied to supporting growth, most of which is driven by previous Council decisions.

### **1. Assessing the growth impact on operating budgets**

Assessment growth is indicative of the anticipated new tax revenues resulting from the addition of new households. Although not specifically allocated it is the primary driver of increased revenues that help offset the increasing service requirements associated with community growth. Over the past few years the assessment growth rate has declined from 3% in 2011 to the 2% expected in this DRAFT 2015 Budget and 2016-18 Plan. This is consistent with other growth based revenues, such as building permit fees and development charges.

Initial investments in service delivery capital infrastructure are fixed and primarily funded through development charges. However the related on-going operational and service costs place cumulative, lasting pressures on the operating budget. Consequently, the timing of capital growth, which is primarily discretionary in nature, should align with the timing of the related assessment growth so as to minimize the impact of incremental growth-related operating costs on tax levy requirements.

This concept of 'growth paying for growth' is a theoretical target that is difficult to execute in practice as many factors can affect the outcome. Some infrastructure and associated operating costs are put in place in advance of growth to act as a catalyst for growth such as building new parks or community centres to attract potential residents to a newly developed area. 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. Accurately assessing the growth impact on operating revenues (e.g. impact of increases in volume of fees) is equally important in balancing the timing equation.



Given these complexities, there generally tends to be a mismatch between assessment growth and increased operating costs associated with growth. Over the course of 2015-2018, the costs of growth are expected to exceed assessment growth by an average of almost \$3 million per year as shown in the table below.

**Table 6: Components of Growth**

<i>Drivers Of Budget Expenditure Changes:</i>	<i>2015 Budget \$M</i>	<i>2016 Plan \$M</i>	<i>2017 Plan \$M</i>	<i>2018 Plan \$M</i>
<b>Growth-Related Incremental Costs:</b>				
<b>Implementation of Previous Decisions:</b>				
Base budget annualization of previous year fire station 7-5 salary gapping	1.0	0.0	0.0	0.0
ARRs tied to community infrastructure (libraries, parks, fire trucks, community centre)	1.3	3.4	3.6	1.7
Debt service level related to Roads Program	0.5	0.4	-1.9	2.7
Community infrastructure reserve contributions	1.7	1.5	3.6	2.6
<b>Subtotal</b>	<b>4.5</b>	<b>5.4</b>	<b>5.3</b>	<b>7.0</b>
<b>Maintain/Growth:</b>				
Base budget increases in contract and utility volumes	0.6	0.2	0.2	0.3
ARRs to support City services	1.4	1.7	1.2	0.4
User fee and service charge volume	-0.2	-0.5	-0.9	-0.2
<b>Subtotal</b>	<b>1.8</b>	<b>1.4</b>	<b>0.6</b>	<b>0.4</b>
<b>Assessment growth:</b>	<b>-3.2</b>	<b>-3.4</b>	<b>-3.6</b>	<b>-3.7</b>
<b>Total Growth-Related Incremental Costs:</b>	<b>3.0</b>	<b>3.4</b>	<b>2.3</b>	<b>3.7</b>

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

These ARR's include additional staff and operating costs related to newly constructed or planned community infrastructure. Examples include staff for the Civic Centre Resource Library, scheduled to open in November 2015 and staff for the community centre and library planned for Block 11. Council discretion exists primarily on the timing of capital construction to help mitigate any mismatch between incremental operating costs and assessment growth. Growth-related ARR's also include additional staff required to maintain the same standard of service in existing infrastructure as population or service usage growth occurs. The remaining items in the base that are growth related are related to volume increases in contracts and utilities.

It should be noted that through the staff review of the additional resource requests, a number of requests were deferred to future years. While this helps mitigate the tax rate impact in the short-term, it can create a backlog of needs that will need to be addressed in order to ensure that services are maintained. Further deferring incremental growth based operating costs will indirectly compromise service delivery.

## 2. Community Infrastructure Renewal Requirements

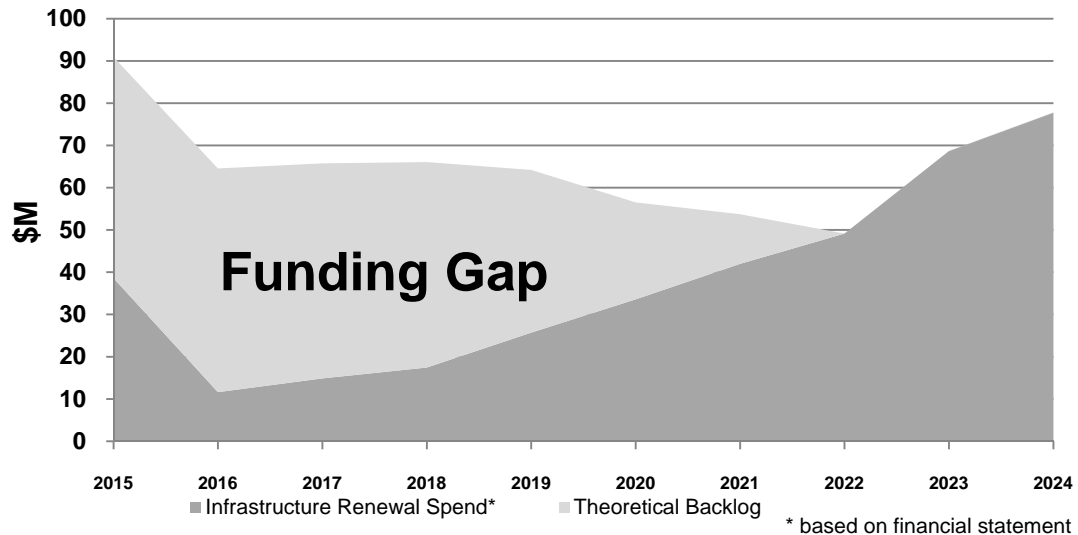
Over the last three decades, Vaughan has transformed from a rural township to a major urban centre<sup>3</sup>. Assets constructed over this time frame are approaching the end of their useful lives and significant investment in the replacement of these assets is required. In recognition of this, and to spread the cost out over time to minimize tax rate increases, Council adopted an Infrastructure Replacement Reserve Contribution Policy in 2012. This policy approved inflationary adjustments and increased annual contributions based on lifecycle replacement principals for new assets to the infrastructure replacement reserves. Included in this DRAFT 2015 Budget and 2016-18 Plan, are incremental infrastructure reserve contributions and other infrastructure-related expenditures averaging \$2.2M per year, primarily as a result of planned new infrastructure in the City's Block 11 such as the Carrville Community Centre and Library, North Maple Park, and District Parks.

As illustrated in the chart below, even with contribution levels consistent with the policy, a significant theoretical investment gap exists until at least 2022. Further, contributions made to reserves based on new infrastructure additions are being used to fund the replacement of older assets, until new funding is secured. Finally, this analysis is based on the estimated useful lives

<sup>3</sup> City of Vaughan – Official Plan 2010 – Volume 1 – Section 2.1 – Planning for Growth

of infrastructure assumed in the City's General Purpose Financial Statements. More accurate and relevant estimates will only be possible once the City has completed its implementation of a robust program of asset management and regular condition assessments. The development phase of the Corporate Asset Management Initiative is just about complete with the implementation phase expected to get underway in 2015.

**Chart 6: Illustration of Infrastructure Renewal Requirements**



To begin to address the forecasted capital asset renewal funding gap, the City has implemented several initiatives, which are positioned to address the infrastructure replacement need on a go forward basis. These initiatives help to prevent the funding gap from increasing but do not address existing infrastructure replacement funding shortfalls. The City is preparing to implement Phase 2 of the Corporate-wide asset management initiative to better understand the condition of the City's assets and timing of maintenance, repair and replacement requirements. This information will provide better information about the financial requirements to sustain the community's infrastructure network.

## New Initiatives

### 1. Transformation-related ARR's

The last component includes all ARR's for new initiatives. These may be to support the transformation of the organization or to provide residents with new or enhanced service levels. Almost all of these ARR's are in support of the transformation of the City's administration and service delivery functions.

**Table 7: Components of New Initiatives**

<i><b>Rationale (\$M)</b></i>	<i><b>2015 Budget</b></i>	<i><b>2016 Plan</b></i>	<i><b>2017 Plan</b></i>	<i><b>2019 Plan</b></i>
Supporting Transformation	2.1	0.9	0.8	0.6
New/Enhanced Services	0.1	0.1	0.2	0.0
<b>Additional Resource Requests</b>	<b>2.2</b>	<b>1.0</b>	<b>1.0</b>	<b>0.6</b>
<b>Levy % increase related to ARR's</b>	<b>1.35%</b>	<b>0.58%</b>	<b>0.51%</b>	<b>0.29%</b>

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

This DRAFT 2015 Budget and 2016-18 Plan includes 45 ARR's that have been identified as being in support of the transformation of the organization. These include requests related to advancing Council approved strategic priority initiatives to implement Vaughan Vision 2020, requests related to implementing Operational Review recommendations, and requests that, while not specifically tied to either one of the above, have identified the achievement of operational efficiencies as a primarily rationale for the request.

One of the fourteen strategic priority initiatives is the implementation of the Corporate IT Strategy. Of the 45 transformation-related additional resource requests, 16 are for this purpose. The additional resource requests represent a staged implementation plan that advances other priority initiatives such as Corporate Asset Management, contributes to excellence in citizen service delivery, enables departments to modernize their business process, and supports implementation of Operational Review recommendations. Where possible, the department has identified resources that can be repurposed to provide partial offsets for these requests.

On September 3<sup>rd</sup>, 2014, the Department of Innovation and Continuous Improvement reported to the Finance, Administration, and Audit Committee that it had completed five operational reviews and made over 70 recommendations.

- Solid Waste
- Fleet Management
- By-law and Compliance
- Procure to Pay
- Winter Control

Some of the recommendations were for one-time investments in significant process re-design, organizational changes, and technology supports to gain efficiencies and improve citizen or stakeholders experiences. The report noted that implementation of all recommendations could result in a combination of cost savings and future annual cost avoidance. The report also noted significant risk to the organization by not proceeding with the recommendations. Further details were provided in the above noted report. It should be noted that for many of the recommendations, the potential benefits are difficult to quantify until initial resources are applied and work begins.

One of the investments recommended is a transformation of the Procure to Pay cycle. From the 16 recommendations outlined in the review, priorities included strengthening the governance framework, updating policies / procedures and training, more broadly leveraging the capabilities of the City's Enterprise Resource Planning system and implementing performance measurements to support continuous improvement. Future P2P efficiency savings are expected through cost avoidance, reduced transaction costs and improved payment terms. Revised cost estimates to implement changes identified a one-time investment funded by repurposing existing capital projects and two additional resources, one each for the Purchasing and Financial Services departments.

The remaining transformation-related additional resource requests have been put forward by departments to enable the achievement of better service delivery and operational efficiencies through process redesign and re-alignment of resources.

It should be noted that through the staff review of the additional resource requests, a number of requests were deferred to future years. While this helps mitigate the tax rate impact in the short-term, it can create a backlog of needs that will need to be addressed in order to ensure that services are maintained or efficiencies are achieved. In addition, there are other City initiatives, currently being developed, for which the timing is beyond the plan or financial implications cannot yet be estimated. As these initiatives progress to the implementation stage they will directly compete with the requests that have been deferred. This situation highlights the need to continue



to improve the City's ability to plan resource requirements over an extended time horizon. The additional resource requests in each category are included in Attachment 3.

## 2. Ice storm Recovery – Tree Replacement

The cost to the City due to the December 2013 ice storm is expected to total approximately \$18.1M. The Provincial Ice Storm Assistance program will assist affected municipalities with all eligible disaster related clean up expenses related to the ice storm. However, a large portion of the cost to the City, approximately \$7.2M, will be the replacement of trees lost in the storm which the Province has ruled is ineligible for reimbursement. If no additional funding is allocated, it would take well over 10 years to replace the trees damaged in the ice storm.

One way to speed up the replacement of the tree canopy is to provide dedicated funding to an expanded and temporary tree replacement program. In an item to Council in June of this year, the Public Works Commission detailed a 7 year plan to replace all trees lost in the ice storm (as well as catching up on an existing back log of tree replacements) with the focus being on residential trees, which would all be replaced by 2018. A Special Ice Storm Tree Replacement Levy is being recommended to provide \$1.5M in funding annually. The DRAFT 2015 budget and 2016-18 Plan phases this special levy in over two years at an average annual impact of 0.5%.

## Summary

The following table summarizes the net pressures in the operating budget according to the above framework.

**Table 8: Conceptual Budget Framework: Summary of Net Pressures**

<i>Drivers Of Budget Expenditure Changes:</i>	<i>2015 Budget \$M</i>	<i>2016 Plan \$M</i>	<i>2017 Plan \$M</i>	<i>2018 Plan \$M</i>
<b>Existing Cost Base and Normal Course of Business:</b>				
Economic salary adjustments & progressions	4.9	2.3	2.1	1.2
Negotiated contract price increases, utilities, other	0.5	1.7	2.3	1.3
New user fees and user fee price increases	-0.1	-0.5	-0.4	-0.4
Net corporate changes	0.4	4.7	2.3	4.8
<b>Total Existing Cost Base and Normal Course of Business:</b>	<b>5.7</b>	<b>8.2</b>	<b>6.3</b>	<b>6.8</b>
	3.46%	4.63%	3.25%	3.29%
<b>Growth-Related Incremental Costs:</b>				
<b>Implementation of Previous Decisions:</b>				
Base budget annualization of previous year fire station 7-5 salary gapping	1.0	0.0	0.0	0.0
ARRs tied to community infrastructure (libraries, parks, fire trucks, community centre)	1.3	3.4	3.6	1.7
Debt service level related to Roads Program	0.5	0.4	-1.9	2.7
Community infrastructure reserve contributions	1.7	1.5	3.6	2.6
<b>Subtotal</b>	<b>4.5</b>	<b>5.4</b>	<b>5.3</b>	<b>7.0</b>
<b>Maintain/Growth:</b>				
Base budget increases in contract and utility volumes	0.6	0.2	0.2	0.3
ARRs to support City services	1.4	1.7	1.2	0.4
User fee and service charge volume	-0.2	-0.5	-0.9	-0.2
<b>Subtotal</b>	<b>1.8</b>	<b>1.4</b>	<b>0.6</b>	<b>0.4</b>
<b>Assessment growth:</b>	-3.2	-3.4	-3.6	-3.7
<b>Total Growth-Related Incremental Costs:</b>	<b>3.0</b>	<b>3.4</b>	<b>2.3</b>	<b>3.7</b>
	1.84%	1.92%	1.16%	1.76%
<b>New Initiatives and Service Level Enhancements:</b>				
Organizational transformation initiatives	2.1	0.9	0.8	0.6
New services or enhanced level of services	0.1	0.1	0.2	0.0
<b>Total New Initiatives and Service Level Enhancements:</b>	<b>2.2</b>	<b>1.0</b>	<b>1.0</b>	<b>0.6</b>
	1.35%	0.58%	0.51%	0.29%
<b>Net Tax Levy</b>	<b>10.9</b>	<b>12.7</b>	<b>9.6</b>	<b>11.1</b>
<b>Tax Rate Impact</b>	<b>6.65%</b>	<b>7.13%</b>	<b>4.93%</b>	<b>5.35%</b>
Ice Storm Tree Replacement Levy	0.49%	0.45%	0.00%	0.00%
<b>Total Levy Impact</b>	<b>7.14%</b>	<b>7.58%</b>	<b>4.93%</b>	<b>5.35%</b>

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

The following table illustrates how the 2015 Incremental Levy requirement is distributed among Commissions and major categories.

**Table 9: Conceptual Budget Framework: Summary of Incremental Levy Requirement**

2015 Net Budget Change by Commission/Category	2015 Draft Net Budget Change INC/(DEC) \$M			
	Existing Cost Base and Normal Course of Business	Total Growth-Related Incremental Costs	New Initiatives and Service Level Enhancements	Total 2015 Net Budget Change
Public Works	-1.4	0.8	0.0	-0.6
Community Services*	0.9	0.2	0.0	1.1
Fire & Rescue	1.6	1.1	0.3	3.0
Legal & Administrative Services	0.8	0.2	0.5	1.4
Strategic & Corporate Services	0.5	0.8	0.7	2.0
Vaughan Public Libraries	0.3	1.3	0.0	1.6
Planning	0.1	-0.2	0.2	0.1
Finance & City Treasurer	0.1	0.0	0.4	0.5
City Manager	0.1	0.1	0.0	0.2
Council, Internal Audit & Integrity Commissioner	0.1	0.0	0.1	0.2
Infrastructure-Related Expenditures	0.0	2.1	0.0	2.1
Corporate Other	2.6	-3.2	0.0	-0.6
<b>Total</b>	<b>5.7</b>	<b>3.0</b>	<b>2.2</b>	<b>10.9</b>
<b>Tax Rate Impact</b>	<b>3.46%</b>	<b>1.84%</b>	<b>1.35%</b>	<b>6.65%</b>
<b>Ice Storm Tree Replacement Levy</b>	<b>0.49%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.49%</b>
<b>Total Levy Impact</b>	<b>3.95%</b>	<b>1.84%</b>	<b>1.35%</b>	<b>7.14%</b>

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

#### **E. Exclusions from the Operating Budget**

The City's DRAFT 2015 Budget and 2016-18 Plan is developed excluding amortization expense and post-employment benefits. The costs and associated tax implications of budgeting for amortization and post-employment benefits would be significant.

The main reasons for the funding differences are:

1. The majority of the City's assets are funded by the development industry, leaving the City to fund renewal costs, primarily through taxation. The City's Infrastructure Replacement Reserve Contribution Policy requires that a portion of the expected replacement cost of assets be raised through taxation each year to help smooth out potential large tax increases when replacements are required.
2. The City funds its post-employment benefit costs as payments are made. There is a large gap between current funding and the liability for post-employment benefits recorded in the annual audited financial statements. It should be noted that there is a surge in future post-employment benefits caused by staffing requirements to service growth, whom are eligible for post-retirement benefits after 5 years of service.

Ontario Regulation 284/09 – "Budget Matters – Expenses" states that municipalities may exclude from annual budgets all or a portion of expenses for amortization, post-employment benefit expenses and solid waste landfill closure and post-closure expenses, but does require Council be informed of the above action including the estimated change in the year-end accumulated surplus and estimated impact of the excluded expenses on the municipal funding requirements. It is important to note these expenses are recognized and reflected in the City's annual financial



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

**Table 10: Impact of Excluded Expenses/Estimated Change in Accumulated Surplus**

<b><i>Funding vs. Amortization \$M</i></b>	<b><i>Annual Budget Funding</i></b>	<b><i>Prior Year Amortization</i></b>	<b><i>Gap</i></b>
City Asset Renewal*	25.4	46.5	21.0
City Post-Employment Benefits	1.3	14.0	12.7
Combined	<b>26.7</b>	<b>60.5</b>	<b>33.7</b>

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

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

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

## **F. Capital Budget Overview**

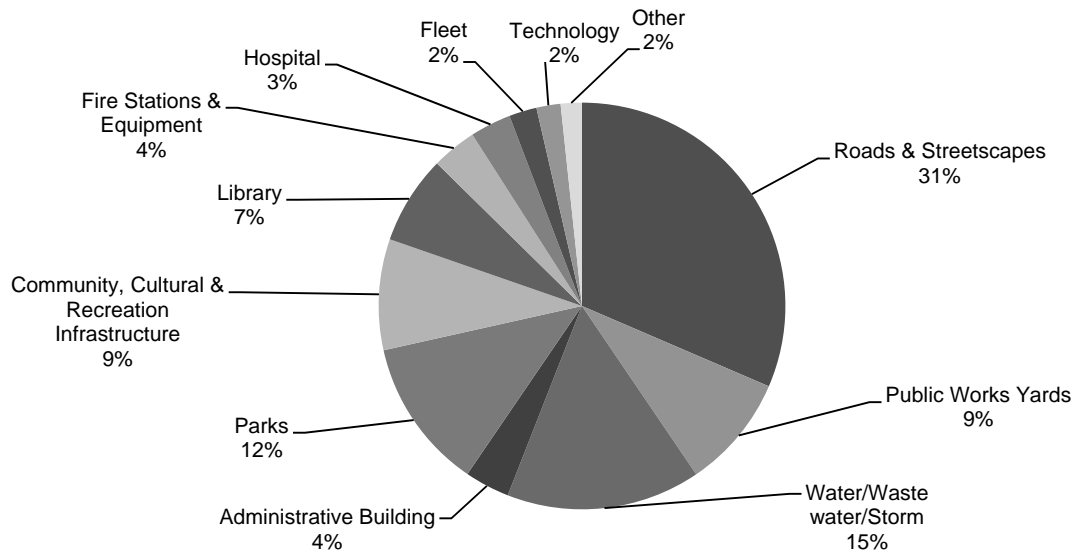
### **Infrastructure: The foundation of a vibrant City**

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.

Vaughan's capital plan of the City includes projects underway, projects recognized in previous capital plans, and new requests. For recognized projects that are planned to take place in future years, and for new requests, a key function of SMTs review is to ensure that there is capacity to deliver, an alignment between capital and operating components.

It should be noted that most new capital will result in incremental operating costs, highlighting the importance of integrated capital and operating planning. The timing of capital investment is discretionary and impacts how well aligned assessment growth is with the incremental operating costs of growth-related infrastructure investment. Incremental operating costs occur as soon as an infrastructure asset goes into service but the taxation revenue growth occurs more slowly as an area is built out and occupied. Included in growth related operating pressures is \$1.4M of incremental operating costs directly tied to the capital plan.

**Chart 7: Capital Projects: Open + New Submissions**



### G. Capital Budget Approach

There is a need to balance the investment in capital with the resource capacity of the City. Open capital projects are monitored closely through the quarterly reporting process to ensure that projects are being closed in a timely manner. The number and reasons for open capital projects are also considered when evaluating new submission.

New submissions need to be evaluated not only on the financial capacity to fund the works, but also on the capacity of departments to manage the additional capital projects so that the capital plan can be completed in a suitable timeframe.

### Guiding Policies

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

**Table 11: Policy Ratios**

<i><b>Policy Ratio</b></i>	<i><b>2014</b></i>	<i><b>2015</b></i>	<i><b>2016</b></i>	<i><b>2017</b></i>	<i><b>2018</b></i>	<i><b>Target</b></i>
Discretionary Reserve	69.6%	57.5%	53.6%	53.0%	54.9%	>50% Of Own Source Revenues
Working Capital	9.8%	9.3%	8.3%	6.8%	5.7%	Up To 10% Of Own Source Revenues
Debt Service Costs	6.2%	6.0%	6.6%	6.2%	4.7%	<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 reserves provide the City with financial flexibility in order to safeguard against economic downturns and finance operations internally. This ratio is a strong indicator of

Vaughan's financial health. The decrease in the 2015 discretionary reserve ratio is related to a number of capital projects and reserve transfers.

Working capital funds provide in-year cash flow requirements. The decrease in the 2015 ratio is due to phasing out the impacts of the eliminated tax rate stabilization reserve and the carryforward. The reserve is anticipated to recover to 5% by 2018. Contributions to this reserve are surplus based, which are not planned or forecasted, only applied once realized.

The Debt Policy sets limitations on the use of debt in order to retain financial flexibility by avoiding long-term commitments and the high cost of interest. The City's policy limits debt to a maximum of 10% of total City revenue, which is significantly lower than the Province's 25% maximum. This ratio is relatively stable over the capital plan. There is a large debt retirement in 2017. However, there is pressure on debt financing to address a number of significant capital projects i.e. Black Creek, Works Yard, and City Hall Square without other funding sources.

### **Actions to Manage Capital Budgets**

The budgeting process is constantly evolving to the needs and requirements of departments, management, Council and the community. Detailed within this section are brief highlights of actions that help to manage the capital program.

Actively Closing Projects - Continuing with past practice, staff together with departments review projects to determine if projects can be closed. Any remaining project budget balance is returned to the original funding source. As a result of this action, to date staff have closed 104 projects in 2014 returning \$5.0M to their original funding sources. These efforts are part of the ongoing quarterly review and reporting process.

Leveraging Grant and Subsidy Funding - To support local municipal initiatives, Federal, Provincial, Regional and local agencies deliver grant programs, partnerships, and subsidies which focus primarily on environmental sustainability, infrastructure, economic development, culture, etc. Competition for these resources is high and successful submissions may require strict compliance reporting and conditions. Below are grant programs which are incorporated into the Capital Plan:

- Gas tax funding - \$8.3M annually
- Regional Pedestrian and Bicycle Partnership Program
- Canada Cultural Spaces Fund
- Green Municipal Fund
- Places to Grow
- Invest Canada Community Initiative
- Tree Canada

### **Capital Submissions**

Guided by the Vaughan Vision, the Corporate Planning process and the business planning efforts, departments prepared capital project submissions for a 4 year period. Following the initial submissions, Finance staff met with the individual departments to review projects and clarify available funding. For funding sources with competing department interests, primarily Capital from Taxation, project submissions were also reviewed by the Directors' Working Group and Senior Management Team. As a result some projects were adjusted and redistributed within planned 2016-2018 years, or deferred beyond the plan. The below chart illustrates the transition of submitted capital requests into a more balanced plan.



**Table 12: Capital Submissions Vs Draft Capital Budget**

<b>Capital Projects</b>	<b>2015 Budget</b>		<b>2016 Plan</b>		<b>2017 Plan</b>		<b>2018 Plan</b>		<b>2019+ Plan</b>	
	#	\$M	#	\$M	#	\$M	#	\$M	#	\$M
Original Submission	180	90.2	133	109.6	108	109.4	128	65.2	149	96.7
Adjustments made during Staff budget review process	-18	-3.2	5	1.3	11	0.4	-33	-1.6	35	2.0
<b>Draft Capital Budget</b>	<b>162</b>	<b>87.0</b>	<b>138</b>	<b>110.9</b>	<b>119</b>	<b>109.9</b>	<b>95</b>	<b>63.5</b>	<b>184</b>	<b>98.7</b>

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

## Funding Sources

Based on the above noted financial policies, Finance staff assessed the availability of funding for the DRAFT 2015 Budget and 2016-18 Plan. It should be noted that a long standing City practice is only capital projects with secured available funding sources may proceed without a specific Council approval. Each annual plan is funded from a variety of sources. The chart below illustrates how the DRAFT 2015 Capital Plan is funded:

**Table 13: Funding the Capital Plan**

<b>Funding Source (\$M)</b>	<b>2015 Budget</b>	<b>2016 Plan</b>	<b>2017 Plan</b>	<b>2018 Plan</b>	<b>2019+ Plan</b>	<b>Total</b>
Development Charges	41.0	68.6	34.5	23.5	25.7	193.4
Debentures	4.0	6.9	43.2	12.2	50.5	116.8
Reserves	18.7	15.4	14.0	10.7	9.2	68.1
Taxation	7.4	11.0	9.9	9.2	8.4	46.0
Gas Tax	15.3	7.7	7.7	7.1	4.6	42.5
Grants & Other Financing	0.5	1.2	0.6	0.8	0.2	3.3
<b>Grand Total</b>	<b>87.0</b>	<b>110.9</b>	<b>109.9</b>	<b>63.5</b>	<b>98.7</b>	<b>469.9</b>

*Note: Due to a few large growth projects and corporate initiatives, the Capital Plan for 2017 to 2019+ includes an unfunded balance, which is further discussed in the report's capital from taxation section. Some numbers may not add due to rounding.*

The following chart illustrates how projects within the overall capital plan are distributed among commissions.

**Table 14: Capital Plan by Commission/Category**

<b>Commission/Category (\$M)</b>	<b>2015 Budget</b>	<b>2016 Plan</b>	<b>2017 Plan</b>	<b>2018 Plan</b>	<b>2019+ Plan</b>	<b>Total</b>
Public Works	50.5	44.4	60.4	44.2	72.0	271.5
Community Services	21.0	48.8	39.4	12.2	18.3	139.7
Libraries	5.8	6.3	3.8	3.1	6.1	25.1
Fire & Rescue	2.1	8.7	3.0	1.4	1.0	16.3
Strategic & Corporate	1.4	1.3	1.4	2.0	1.1	7.2
Planning	4.2	1.1	1.3	0.3	0.0	6.9
City Manager	1.5	0.0	0.0	0.0	0.0	1.5
Legal & Administrative Services	0.4	0.3	0.3	0.3	0.0	1.2
Finance	0.1	0.0	0.4	0.1	0.0	0.5
<b>Grand Total</b>	<b>87.0</b>	<b>110.9</b>	<b>109.9</b>	<b>63.5</b>	<b>98.7</b>	<b>469.9</b>

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

### Operating Implications of Capital Investment

Many of the above capital programs have associated operating implications. These costs are embedded in the City's growth-related expenditures in the base or additional resource requests as explained in the conceptual budget framework. Operational requirements include staff and associated operating costs of new infrastructure. These will typically be lower in the first year due to the construction timing involved. Debenture financing is primarily leveraged for the City's roads program. Infrastructure contributions are required to begin funding the ultimate replacement of infrastructure funded through the development community. Should the Committee recommend additional capital projects or move projects forward there could be additional tax rate implications associated.

**Table 15: Operating Impacts Associated with Capital**

<i>Items</i>	<i>2015 Budget</i>			<i>2016 Plan</i>			<i>2017 Plan</i>			<i>2018 Plan</i>		
	<i>\$M</i>	<i>Tax Rate</i>	<i>\$/ HH</i>	<i>\$M</i>	<i>Tax Rate</i>	<i>\$/ HH</i>	<i>\$M</i>	<i>Tax Rate</i>	<i>\$/ HH</i>	<i>\$M</i>	<i>Tax Rate</i>	<i>\$/ HH</i>
Operational Requirements	1.4	0.84%	11	3.3	1.84%	25	3.7	1.89%	28	2.0	0.95%	15
Debtenture							-					
Financing	0.5	0.66%	8	0.4	-0.42%	-6	1.9	-1.77%	-26	2.7	1.06%	16
Infrastructure Contributions**	1.7	1.02%	13	1.5	0.86%	12	3.6	1.83%	27	2.6	1.22%	19
<b>Total*</b>	<b>3.5</b>	<b>2.52%</b>	<b>32</b>	<b>5.3</b>	<b>2.28%</b>	<b>31</b>	<b>5.4</b>	<b>1.94%</b>	<b>28</b>	<b>7.3</b>	<b>3.23%</b>	<b>50</b>

\* Figures represent the estimated operating implications associated with the capital program. These operating implications are incorporated in the operating budget. /HH indicates the equivalent increase per household.

\*\* Includes incremental increases for Infrastructure reserve contributions, debt servicing costs, and Capital from Taxation.

Note: some numbers may not add due to rounding.

### **H. Capital Budget and Plan by Funding Source**

The Capital Budget and Plan is based on more than 600 projects covering a number of departments. To assist stakeholders in assessing the DRAFT 2015 Capital Budget and 2016-2018 Plan, the overall financial perspective is summarized by funding source. The following section is dedicated to providing capital highlights associated within the following funding sources:

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

### Summaries, Schedules and Capital Project Detail

#### 1. Capital Project Listing and Funding Summaries Schedules:

To assist the reader review the Capital Budget, a listing of all projects by year for each department is provided in Attachment 2. Also provided in Attachment 4 are capital project summaries by funding source.

#### 2. Reserve Continuity Schedules:

Attachment 4 provides the ten year reserve continuity schedule for all City reserves.

#### 3. Detailed Capital Project Submissions:

Appendix B includes all capital project detail sheets. At the front of Appendix B is a list of all capital projects by year, department and project number order. The list references an index number that corresponds to the project detail sheet page number in the document.

Please note: Some of the above attachments are very large and are not included with the printed agenda. One hardcopy version is available in the Clerks department. However, these attachments are available electronically on the City's website.

#### **A. Development Charge (DC) Reserves (Development Industry Funded Projects)**

Development Charge Reserves are based on the City's growth and are meant to provide historical service levels to new residents. Stakeholders are cautioned that development charge reserve collections are dependent on the economy and therefore opening balances and capital plans may require adjustment to account for potential upswings or downward trends. For forecasting purposes, collections are conservatively estimated at approximately 80% of development change growth revenue projections. It should be noted that collection projections may have changed impacting reserve balances and project timing. The City's 2013 Development Charges Background Study was approved by Council in April of 2013.

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

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

Based on the above endorsed guidelines, Finance staff assessed funding availability and established annual funding lines for each Development Charge Reserve. Within each reserve, capital projects were prioritized by the related departments. Highlighted below is the consolidated budget for this funding source and selected examples of associated capital projects:

**Table 16: Development Charge Funded Projects (with Examples)**

<b>2015 Budget(\$M)</b>	<b>2016 Plan(\$M)</b>	<b>2017 Plan(\$M)</b>	<b>2018 Plan(\$M)</b>
41.0	68.6	34.5	23.5
<b>Major Projects</b>	<b>Major Projects</b>	<b>Major Projects</b>	<b>Major Projects</b>
Carrville Cc, Library & District Park	Carrville Cc, Library & District Park	Huntington Road Watermain	Uv1-N29 - Block 47 Park
North Maple Regional Park	Block 61 CP Railway Pedestrian Crossing	Block 61 CP Railway Pedestrian Crossing	Uv1-N25 - Block 40 Park
Vellore Village South Library	Uv2-D1-Block18 Park	Uv2-D1-Block18 Park	Cc11-N1 Park
Uv1-D4 - Block 40 Park	Fire Stn 7-4 Expansion	Block 59 Sports Field	
	Black Creek Renewal	Fire Stn 7-6 Aerial	Black Creek Renewal

Note: More specific detail can be found in Attachment 4 or Appendix B

#### **Negative Reserve Balances:**

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

1. Management Studies - Due to timing of events this reserve is permitted to be in a deficit position. Growth related studies are incurred in advance of growth and recovered through subsequent development charges.
2. Fire DC Reserve - A Council commitment to move forward with Fire Station 7-10 has temporarily placed this reserve into a pre-financing negative reserve position, which through future collections and spending constraints was anticipated to recover to a positive balance. However, this forecast has changed as a result of collections timing and adjustments to the



2015-2018 capital plan to better reflect service level requirements. The unfunded position is planned to continue as a result of the difference in service level measures. The Fire & Rescue Services department is measured by response time which is greatly impacted by intensification and traffic congestion. The Development Charge document provides new development funding based on a historical service level per capita measure. The two measures provide very different project timing and funding needs, which will require further discussion to address the forecast trend and service requirements.

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

## B. Capital Reserves

### Infrastructure Reserves

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

**Table 17: Infrastructure Reserve Funding of Capital Plan**

<b>Funding Source (\$M)</b>	<b>2015 Budget</b>	<b>2016 Plan</b>	<b>2017 Plan</b>	<b>2018 Plan</b>	<b>2019+ Plan</b>	<b>Total</b>
Water Reserve	7.6	3.4	5.4	4.6	0.0	21.0
Pre-B& F Infra. Reserve	3.7	1.2	0.8	0.5	0.3	6.5
Library Materials Reserve	1.5	1.7	1.8	1.8	2.0	8.8
Information Technology Asset Replacement	1.1	1.1	1.1	1.1	0.0	4.6
Fire Equipment Reserve	1.0	3.0	0.9	0.1	0.0	5.0
Parks Infra. Reserve	1.0	3.4	3.3	1.1	1.1	9.9
Vehicle Reserve	0.9	0.7	0.6	1.4	5.5	9.1
Sewer Reserve	0.8	0.1	0.0	0.0	0.0	0.9
Roads Infra. Reserve	0.6	0.0	0.1	0.0	0.0	0.7
Keele Valley Landfill Reserve	0.2	0.0	0.0	0.0	0.0	0.2
Uplands Revenue Reserve	0.1	0.7	0.1	0.1	0.3	1.2
Heritage Reserve	0.0	0.0	0.0	0.0	0.0	0.0
<b>Grand Total</b>	<b>18.7</b>	<b>15.4</b>	<b>14.0</b>	<b>10.7</b>	<b>9.2</b>	<b>68.1</b>

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

Highlighted below is the consolidated budget for this funding source and selected examples of associated capital projects:

**Table 18: Infrastructure Reserve Funded Projects (with Examples)**

<b>2015 Budget(\$M)</b>	<b>2016 Plan(\$M)</b>	<b>2017 Plan(\$M)</b>	<b>2018 Plan(\$M)</b>
18.7	15.4	14.0	10.7
<b>Major Projects</b>	<b>Major Projects</b>	<b>Major Projects</b>	<b>Major Projects</b>
Library Resources	Library Resources	Library Resources	Library Resources
Rd/Watermain Rehab	Rd/Watermain Rehab	Rd/Watermain Rehab	Rd/Watermain Rehab
Kleinburg United Church Renovation	Replace 7972 Pumper	Replace 7955 Aerial	Promenade Green Park-Tennis Court
Replace 7966 Rescue	Replace 7971 Pumper	Vellore Village Cc - Soccer Field	

It should be noted, infrastructure renewal is also funded from other sources discussed within this report, such as capital from taxation, debentures, gas tax, etc. The total annual capital budget allocated to infrastructure renewal averages \$33M/year or approximately 37% of capital plan.

The Uplands Reserve is currently experiencing challenges. The purchase of a chairlift has placed this reserve in a negative position. As well, there continues to be a need to fund capital initiatives which results in this reserves continued negative position. Revenues received from Uplands are insufficient to replenish this reserve over the forecast timing.

#### Other Reserves

There is one reserve that is in a negative position: Sale of Public Lands. Due to timing of events this reserve is permitted to be in a deficit position. Typically the construction capital project occurs in advance of the land disposal. However, the commitment is recorded and only recovered once the land sale proceeds are received.

#### Innovation Reserve

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

There were two applications submitted this budget cycle. Attachment 5 provides the detailed applications and payback calculations. Below is a summary of the requests:

#### **i. Office of Partnerships**

The Executive Director has put forward a request for seed funding to create an Office of Partnerships which will be the centralized point of coordination and contact for the Municipal Sponsorship Program. This program is intended to assist the City in generating revenues which will take some pressures off the tax base through opportunities such as naming rights, signage, product placement, advertising on vehicular assets, website, co-branding, exclusivity agreements, supplier agreements, loyalty programs and event sponsorship. This program is supported by a consultant report by The Centre of Excellence for Public Sector Marketing called "Marketing Partnerships: Strategy and Implementation Plan" provided to the City and presented to Council in November 2013. Within the report the estimated costs of running the program are outlined as well as the estimated potential revenue that could be generated by the program. An initial investment

of \$1.01M, including a 10% interest component, is requested with an estimated payback period of 4 years.

## **ii. Fire Training Tower**

Fire and Rescue Services has put forward a request for funding to construct training tower facilities at the JOC. Fire and Rescue Services must have a high degree of competence in order to ensure the health and safety of its firefighters and meet service level standards. The primary function of the facility would be used to train Vaughan's firefighters in the latest techniques of firefighting and control of emergency situations. A training tower would result in approximately \$35K in savings per year for training, as well as provide for the possibility for new revenue generation for the City. There are several different organizations that require fire tower training facilities and there is a great deal of competition for the time slots currently available in the GTA. The addition of a training tower in Vaughan would service college pre-service programs, regional training schools, Municipal Health and Safety Association, private training companies and York Region Fire Services. An initial investment of \$1.32M, including a 10% interest component, is requested with an estimated payback period of 10 years.

## **C. Debenture Funding**

Debenture funding is primarily utilized for the City's road and bridge replacement program. Due to the overall substantial asset value and its lengthy life cycle, utilizing long-term debt is a prudent strategy to spread these costs over time. The project values planned for the DRAFT 2015 Budget and 2016-18 Plan are as follows:

**Table 19: Debenture Funded Projects**

<i><b>\$M</b></i>	<i><b>2015 Budget</b></i>	<i><b>2016 Plan</b></i>	<i><b>2017 Plan</b></i>	<i><b>2018 Plan</b></i>
<b>Debenture Projects</b>	4.0	6.9	43.2	12.2

Where funding opportunities exist, available gas tax funding is utilized to reduce required borrowing. Available gas tax funding was leveraged to avoid \$6.0M of borrowing in 2015 and \$10.9M of borrowing in 2016. The closing of past stimulus related projects resulted in funds returned to the Gas Tax reserve, providing the opportunity to fund project from Gas Tax rather than debenture financing. This is a prudent measure which frees up future financial flexibility and reduces the interest component associated with this funding source.

An emerging trend in the capital plan is pressure in the later years for large capital projects with limited or undetermined funding sources i.e. Black Creek Renewal, Joint Public Works/Parks Yard, City Hall Public Square. To balance the budget, debenture financing has been identified as the default funding source. This action results in a significant escalation in debt costs in future years just beyond the forecast. Although debt service costs are well within the 10% policy target, they are forecasted to approach the City's policy threshold within 6 years if alternative funding sources are not identified for some of these large projects. Staff will continue to investigate the availability of alternate funding sources.

## **D. Capital From Taxation**

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

- Development charge capital project co-funding requirements, as specified in the Act, typically 10% for soft services e.g. libraries, recreational complexes, parks, vehicles, related studies, etc., but could be higher depending on the benefit to the existing population.

- Non-growth related projects which have no other funding source such as new initiatives, technology replacement, new infrastructure beyond development charge service levels, etc.

The DRAFT 2015 and 2016-18 Plan allocates an average of \$6.8M annually to “Capital From Taxation” funded capital projects. Finance staff along with the Directors’ Working Group reviewed and prioritized capital project submissions, which were then forwarded to the Senior Management Team (SMT) for further review and prioritization. The criteria used to prioritize projects within this funding source, in order of priority, are:

1. Legal or Regulatory requirements ( including financial commitments)
2. Co-funding for growth related projects
3. Infrastructure repair projects
4. Equipment replacement projects
5. New service levels

Based on the Directors’ Working Group and SMT reviews some projects were redistributed within the 4 year capital plan and others deferred beyond the plan’s horizon. However, due to large growth co-funding projects and corporate initiatives, there still remains an unfunded portion 2016 through 2018.

The new Carrville Community Centre and Library require a large co-funding requirement, representing almost 60% of the 2016 funding amount. This highlights pressures the City is facing to balance existing services, growth requirements and corporate initiatives against limited available funding. The table below highlights the project types, budgets, the extent of the funding shortfall in the outer years, and value of original submissions.

**Table 20: Capital From Taxation Project Type Funding**

<b>Project Type (\$M)</b>	<b>2015 Budget</b>	<b>2016 Plan</b>	<b>2017 Plan</b>	<b>2018 Plan</b>
Health & Safety	0.1	0.0	0.2	0.0
Legal/Regulatory	0.1	0.2	0.1	0.0
Growth Co-Funding	3.3	6.8	1.8	0.6
Annual Replacement Program	2.5	1.7	2.9	1.7
Technology Replacement	0.4	0.5	0.3	1.0
New Initiative	0.3	0.4	3.1	4.3
<b>Total</b>	6.7	9.5	8.4	7.7
<b>Available Funding</b>	<b>6.7</b>	<b>6.8</b>	<b>6.9</b>	<b>6.9</b>
<b>Difference</b>	<b>0.0</b>	<b>-2.7</b>	<b>-1.5</b>	<b>-0.8</b>

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

As discussed in the operating section, the 2013 Ice Storm resulted in a large depletion of the City’s tree canopy. As a result, Public Works presented a plan in June 2014 to replace all the trees lost over a seven year time frame at an annual cost of \$1.5M. The DRAFT 2015 Budget and 2016-18 Plan proposes a special levy be introduced for Ice Storm tree replacement. This levy would be phased in over two years. Capital from taxation funding in the amount of \$0.7M is leveraged to assist in the phasing-in of this program, but unfortunately not sustainable beyond 2015.

Below are highlights of the major projects (between \$0.8M to \$4M) that would be funded from the Capital from Taxation envelope over the next four years:



**Table 21: Capital From Taxation Funded Projects (with Examples)**

<b>2015 Budget(\$M)</b> 7.4	<b>2016 Plan(\$M)</b> 11.0	<b>2017 Plan(\$M)</b> 9.9	<b>2018 Plan(\$M)</b> 9.2
<b>Major Projects</b>	<b>Major Projects</b>	<b>Major Projects</b>	<b>Major Projects</b>
Tree Replacement	Tree Replacement	Tree Replacement	Tree Replacement
Emerald Ash Borer Program	Emerald Ash Borer Program	Emerald Ash Borer Program	Emerald Ash Borer Program
Ice Storm Tree Replacement	Ice Storm Tree Replacement	Ice Storm Tree Replacement	Ice Storm Tree Replacement
Streetlight Pole Program	Streetlight Pole Program	Streetlight Pole Program	Streetlight Pole Program
Carrville Cc, Library & District Park (10%)	Carrville Cc, Library & District Park (10%)	Maple Library Renovations	Al Palladini Cc Change Rooms

**E. Municipal Gas Tax Funds (AMO)**

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

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

- Indexing of the fund by an estimated 2% per annum commencing in 2016
- Increasing the number of eligible project categories
- Extending the banking of unspent funds limit to 5 years
- Requiring the development and implementation of an Asset Management Plan prior to December 31, 2016

Staff reviewed the list of capital projects submitted and with concurrence of AMO staff have identified a number of capital projects eligible under the Municipal Gas Tax Funding Agreement. Total gas tax funded projects submitted in the Capital Plan are shown below:

**Table 22: Gas Tax Funded Projects**

<b>\$M</b>	<b>2015 Budget</b>	<b>2016 Plan</b>	<b>2017 Plan</b>	<b>2018 Plan</b>
<b>Gas Tax Funded</b>	15.3	7.7	7.7	7.1

**Relationship to Vaughan Vision 2020**

The DRAFT 2015 Budget and 2016-18 Plan is the process of allocating and approving the resources necessary to continue operations and implement Council's approved plans. Embedded within the City's Budget and Plan are resources to move Vaughan's Vision forward. Furthermore, there are specific additional resource requests and capital funds earmarked to support the City's priority initiatives and strategic themes.

## **Regional Implications**

There are no Regional implications associated with this report.

## **Conclusion**

The management and operation of the City of Vaughan is becoming increasingly more complex as the City grows and the regulatory environment increases. Consequently there is a need to broaden the budget horizon and better understand the future implications of today's decisions. The implementation of multi-year budgets provides decision makers with added foresight and ability to proactively grasp future opportunities and prepare for future challenges. This is a very strategic approach and is intended to plan where the City's future resources should be focused to best support the City, its Vision and generate public value.

The City has followed a very thorough process to minimize any tax increase, while maintaining levels of service and meeting regulatory/City policy requirements. Very tight budget guidelines approved by Council were issued to all departments limiting increases. Capital budgets were developed with policy requirements and based on anticipated reserve balances. However, there are many factors that are placing significant pressures on the property tax rate, including:

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

The Directors' Working Group and Senior Management spent a considerable amount of time reviewing budgets and prioritizing operating and capital requests in order to develop a realistic and responsible financial plan. Although it is possible to further reduce the DRAFT 2015 Budget and 2016-18 Plan, it would be difficult to accomplish without considering the following actions:

- Further increasing existing user fees, or introducing new fees
- Reducing or eliminating premium programs or services
- Reconsidering the timing or scale of strategic or transformational initiatives
- Reconsidering the timing of growth-related investments
- Reducing infrastructure renewal contributions
- Rethinking base service delivery levels

Illustrated below is the estimated 2015 total property tax bill for the average home in Vaughan, valued at \$587,000. At this time, it is unknown what, if any, the property tax increase will be for the Region of York, although it is important to note that almost half of the property tax collected is allocated to the Region. Vaughan's increase amounts to \$85 or 1.79% of the total property tax bill; layering in the Ice Storm Tree Replacement Levy would see the increase at \$91 or 1.92% of the total property tax bill.

**Table 23: 2015 Estimated Property Tax Bill**

<b>Property Tax Bill</b>	<b>2014 Property Tax</b>	<b>Est. Increase</b>		<b>Est. 2015* Property Tax</b>	
		<b>%</b>	<b>\$/HH</b>		
City of Vaughan	<b>1,279</b>	<b>6.65%</b>	<b>85</b>	<b>1,364</b>	28%
Hospital Levy	57	0.00%	-	57	1%
Region of York	2,296	TBD*	-	2,296	47%
Provincial (Education)	1,119	TBD*	-	1,119	23%
<b>Total Tax Bill</b>	<b>4,750</b>	<b>1.79%</b>	<b>85</b>	<b>4,835</b>	100%
Ice Storm Tree Replacement	0	0.45%	6	6	0%
<b>New Total Tax Bill</b>	<b>4,750</b>	<b>1.92%</b>	<b>91</b>	<b>4,842</b>	100%

*\*Decisions not available at time of this report. Information will be updated as the budget process proceeds.  
Note: some numbers may not add due to rounding.*

### **Attachments**

Attachment 1: Draft Operating Revenue and Expenditure Summary

Attachment 2: Draft Commission Information

Attachment 3: Draft Commission/Category Information

Attachment 4: Draft 4 Year Reserve Continuity Schedule

Attachment 5: Innovation Reserve Applications

Appendix A: Additional Resource Request Submissions

Appendix B: Capital Project Detail Sheet

Note: A hard copy of Attachment 2 and Appendix A & B are on file in the City Clerk's Department.

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Respectfully submitted,

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John Henry, CPA, CMA  
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# CITY OF VAUGHAN

## DRAFT 2015 BUDGET AND 2016-2018 OPERATING PLAN

*Base-Budget  
Revenue & Expenditure Summary  
(excluding Additional Resource Requests)*



**CITY OF VAUGHAN  
PROPOSED 2015-18 OPERATING BUDGET  
TAX LEVY SUMMARY**

	2014 BUDGET	DRAFT 2015 BUDGET	INC. / (DEC.) \$	2016 FORECAST	INC. / (DEC.) \$ %	2017 FORECAST	INC. / (DEC.) \$ %	2018 FORECAST	INC. / (DEC.) \$ %
REVENUES	91,212,007	87,570,809	-3,641,198	85,613,215	-1,957,594 -2.2%	86,246,206	632,991 0.7%	86,121,123	-125,083 -0.1%
EXPENDITURES	254,039,241	257,126,668	3,087,427	265,105,009	7,978,341 3.1%	273,099,917	7,994,908 3.0%	285,145,513	12,045,596 4.4%
NET EXPENDITURES	162,827,234	169,555,859	6,728,625	179,491,794	9,935,935 5.9%	186,853,711	7,361,917 4.1%	199,024,390	12,170,679 6.5%
PRIOR YEAR SURPLUS CARRY FORWARD TO REDUCE TAX LEVY	2,500,000	0	-2,500,000	0	0 0.0%	0	0 0.0%	0	0 0.0%
LEVY	160,327,234	169,555,859	9,228,625	179,491,794	9,935,935 5.9%	186,853,711	7,361,917 4.1%	199,024,390	12,170,679 6.5%
LESS: ASSESSMENT GROWTH (2015 @ 2%, 2016 @ 2%, 2017 @ 2% and 2018 @ 2%)	2.00%	3,206,545	3,206,545	6,597,662	3,391,117	10,187,498	3,589,836	13,924,572	3,737,074
		3,206,545	3,206,545	6,597,662	3,391,117	10,187,498	3,589,836	13,924,572	3,737,074
2015-18 OPERATING BUDGET TAXATION INCREASE FUNDING REQUIRED			6,022,080		6,544,817		3,772,081		8,433,605
AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS (rounded to 2 decimal places)			6.65%		7.13%		4.93%		5.35%
INCREASE FOR AN AVERAGE HOUSEHOLD ASSESSED AT 2015 @ \$587,000, 2016 @ \$626,000, 2017 @ \$667,000 and 2018 @ \$711,000			\$85		\$97		\$72		\$82

**CITY OF VAUGHAN  
PROPOSED 2015-18 OPERATING BUDGET  
REVENUE AND EXPENDITURE SUMMARY**

	2014 BUDGET	DRAFT 2015 BUDGET	INC. / (DEC.) \$ %		2016 Forecast	INC. / (DEC.) \$ %		2017 Forecast	INC. / (DEC.) \$ %		2018 Forecast	INC. / (DEC.) \$ %	
<b>REVENUES:</b>													
2014 TAXATION	160,327,234	160,327,234			160,327,234	-		160,327,234	-		160,327,234	-	
ASSESSMENT GROWTH		3,206,545	3,206,545	2.00%	6,597,662	3,391,117	2.0%	10,187,498	3,589,836	2.0%	13,924,572	3,737,074	2.0%
<b>BASE TAXATION</b>	<b>160,327,234</b>	<b>163,533,779</b>	<b>3,206,545</b>	<b>2.0%</b>	<b>166,924,896</b>	<b>3,391,117</b>	<b>2.1%</b>	<b>170,514,732</b>	<b>3,589,836</b>	<b>2.2%</b>	<b>174,251,806</b>	<b>3,737,074</b>	<b>2.2%</b>
SUPPLEMENTAL TAXATION	3,500,000	3,200,000	(300,000)	-8.6%	3,200,000	0	0.0%	3,200,000	0	0.0%	3,200,000	0	0.0%
GRANT / PAYMENT IN LIEU / OTHER	2,645,200	2,725,200	80,000	3.0%	2,725,200	0	0.0%	2,725,200	0	0.0%	2,725,200	0	0.0%
RESERVES	21,891,749	21,476,011	(415,738)	-1.9%	19,668,625	(1,807,386)	-8.4%	16,882,306	(2,786,319)	-14.2%	15,400,589	(1,481,717)	-8.8%
CORPORATE	23,672,678	20,355,584	(3,317,094)	-14.0%	19,245,930	(1,109,654)	-5.5%	21,367,811	2,121,881	11.0%	22,045,591	677,780	3.2%
FEES AND SERVICE CHARGES	39,502,380	39,814,014	311,634	0.8%	40,773,460	959,446	2.4%	42,070,889	1,297,429	3.2%	42,749,743	678,854	1.6%
PRIOR YEAR'S SURPLUS CARRY FORWARD	2,500,000	0	(2,500,000)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>254,039,241</b>	<b>251,104,588</b>	<b>(2,934,653)</b>	<b>-1.2%</b>	<b>252,538,111</b>	<b>1,433,523</b>	<b>0.6%</b>	<b>256,760,938</b>	<b>4,222,827</b>	<b>1.7%</b>	<b>260,372,929</b>	<b>3,611,991</b>	<b>1.4%</b>
<b>EXPENDITURES:</b>													
DEPARTMENTAL	221,452,256	226,357,650	4,905,394	2.2%	230,763,974	4,406,324	1.9%	235,691,882	4,927,908	2.1%	238,530,330	2,838,448	1.2%
RESERVE CONTRIBUTION & CORPORATE EXP.	11,731,537	8,348,195	(3,383,342)	-28.8%	9,620,250	1,272,055	15.2%	12,752,657	3,132,407	32.6%	16,366,000	3,613,343	28.3%
LONG TERM DEBT	14,029,554	15,114,222	1,084,668	7.7%	14,355,910	(758,312)	-5.0%	10,866,397	(3,489,513)	-24.3%	13,098,310	2,231,913	20.5%
CONTINGENCY	461,810	653,000	191,190	41.4%	3,584,526	2,931,526	448.9%	6,873,025	3,288,499	91.7%	10,234,917	3,361,892	48.9%
CAPITAL FROM TAXATION	6,364,084	6,653,601	289,517	4.5%	6,780,349	126,748	1.9%	6,915,956	135,607	2.0%	6,915,956	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>254,039,241</b>	<b>257,126,668</b>	<b>3,087,427</b>	<b>1.2%</b>	<b>265,105,009</b>	<b>7,978,341</b>	<b>3.1%</b>	<b>273,099,917</b>	<b>7,994,908</b>	<b>3.0%</b>	<b>285,145,513</b>	<b>12,045,596</b>	<b>4.4%</b>
<b>FUNDING REQUIREMENT</b>													
2015 TAXATION INCREASE	0	6,022,080	6,022,080		6,022,080			6,022,080			6,022,080		
2016 TAXATION INCREASE					6,544,818	6,544,818		6,544,818			6,544,818		
2017 TAXATION INCREASE								3,772,081	3,772,081		3,772,081		
2018 TAXATION INCREASE											8,433,605	8,433,605	
AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS			6.65%			7.13%			4.93%			5.35%	
INCREASE FOR AN AVERAGE HOUSEHOLD ASSESSED AT 2015 @ \$587,000, 2016 @ \$626,000, 2017 @ \$667,000 and 2018 @ \$711,000			\$85			\$97			\$72			\$82	

**CITY OF VAUGHAN**  
**PROPOSED 2015-18 OPERATING BUDGET**  
**REVENUE BY MAJOR SOURCE**

	2014 BUDGET	DRAFT 2015 BUDGET	INC. / (DEC.) \$ %	2016 FORECAST	INC. / (DEC.) \$ %	2017 FORECAST	INC. / (DEC.) \$ %	2018 FORECAST	INC. / (DEC.) \$ %
<b>TAXATION</b>									
Supplemental	3,500,000	3,200,000	(300,000) -8.6%	3,200,000	0 0.0%	3,200,000	0 0.0%	3,200,000	0 0.0%
<b>GRANT</b>									
Library Grant	145,200	145,200	0 0.0%	145,200	0 0.0%	145,200	0 0.0%	145,200	0 0.0%
<b>PAYMENT IN LIEU / OTHER</b>									
Payment In Lieu / Other	2,500,000	2,580,000	80,000 3.2%	2,580,000	0 0.0%	2,580,000	0 0.0%	2,580,000	0 0.0%
<b>RESERVES</b>									
Engineering Reserve	5,825,515	6,196,000	370,485 6.4%	6,318,000	122,000 2.0%	6,371,000	53,000 0.8%	6,389,000	18,000 0.3%
Election	1,024,794	148,270	(876,524) -85.5%	148,270	0 0.0%	148,270	0 0.0%	1,200,000	1,051,730 709.3%
CIL Recreation Land Reserve	776,000	800,000	24,000 3.1%	821,000	21,000 2.6%	840,000	19,000 2.3%	840,000	0 0.0%
Administrative Recovery from Capital	1,500,000	1,500,000	0 0.0%	1,500,000	0 0.0%	1,500,000	0 0.0%	1,500,000	0 0.0%
Building Standards Service Continuity Reserve	2,849,680	2,765,000	(84,680) -3.0%	2,793,000	28,000 1.0%	2,857,000	64,000 2.3%	2,806,000	(51,000) -1.8%
DC Growth Projects	349,587	0	(349,587) -100.0%	0	0 0.0%	0	0 0.0%	0	0 0.0%
Insurance Reserve	0	0	0 0.0%	0	0 0.0%	0	0 0.0%	0	0 0.0%
Tax Rate Stabilization Reserve	3,107,410	1,388,000	(1,719,410) -55.3%	0	(1,388,000) -100.0%	0	0 0.0%	0	0 0.0%
Working Capital Reserve	0	3,401,741	3,401,741 0.0%	3,891,355	489,614 14.4%	2,408,036	(1,483,319) -38.1%	269,589	(2,138,447) -88.8%
Debtenture Payment Reserve	3,080,000	3,680,000	600,000 19.5%	2,500,000	(1,180,000) -32.1%	935,000	(1,565,000) -62.6%	500,000	(435,000) -46.5%
Water & Wastewater Recovery	3,378,763	1,597,000	(1,781,763) -52.7%	1,697,000	100,000 6.3%	1,823,000	126,000 7.4%	1,896,000	73,000 4.0%
<b>TOTAL RESERVES</b>	<b>21,891,749</b>	<b>21,476,011</b>	<b>(415,738) -1.9%</b>	<b>19,668,625</b>	<b>(1,807,386) -8.4%</b>	<b>16,882,306</b>	<b>(2,786,319) 154.2%</b>	<b>15,400,589</b>	<b>(1,481,717) -8.8%</b>
<b>FEES/SERVICE CHARGES/RECOVERIES</b>									
<b>CITY MANAGER</b>									
Fire And Rescue Services	626,787	637,242	10,455 1.7%	684,156	46,914 7.4%	661,333	(22,823) -3.3%	708,840	47,507 7.2%
<b>COMMISSIONER OF LEGAL &amp; ADMIN. SERV.</b>									
Clerks	39,305	41,445	2,140 5.4%	44,811	3,366 8.1%	45,946	1,135 2.5%	47,008	1,062 2.3%
Clerks - Licensing	1,196,290	1,243,321	47,031 3.9%	1,310,053	66,732 5.4%	1,329,557	19,504 1.5%	1,358,297	28,740 2.2%
Committee Of Adjustment	507,336	480,216	(27,120) -5.3%	504,229	24,013 5.0%	528,868	24,639 4.9%	554,189	25,321 4.8%
Legal Services	67,478	70,316	2,838 4.2%	73,558	3,242 4.6%	74,788	1,230 1.7%	76,018	1,230 1.6%
By-Law & Compliance	2,429,717	2,454,547	24,830 1.0%	2,463,006	8,459 0.3%	2,484,456	21,450 0.9%	2,489,676	5,220 0.2%
<b>COMMISSIONER OF COMMUNITY SERVICES</b>									
Curb Appeal/Winterlights Program	5,000	5,000	0 0.0%	5,000	0 0.0%	5,000	0 0.0%	5,000	0 0.0%
Community Grants & Advisory Committees	6,000	6,000	0 0.0%	6,000	0 0.0%	6,000	0 0.0%	6,000	0 0.0%
Recreation	18,870,100	18,994,150	124,050 0.7%	19,258,978	264,828 1.4%	20,156,895	897,917 4.7%	20,425,441	268,546 1.3%
Culture Services	562,980	515,950	(47,030) -8.4%	515,950	0 0.0%	515,950	0 0.0%	515,950	0 0.0%
Buildings And Facilities	284,356	285,381	1,025 0.4%	286,474	1,093 0.4%	287,590	1,116 0.4%	287,590	0 0.0%
<b>COMMISSIONER OF PLANNING</b>									
Policy Planning	157,077	0	(157,077) -100.0%	0	0 0.0%	0	0 0.0%	0	0 0.0%
Development Planning	4,477,465	4,594,474	117,009 2.6%	4,781,393	186,919 4.1%	4,930,632	149,239 3.1%	5,041,757	111,125 2.3%
Building Standards - Licenses/Permits	6,650,000	6,875,000	225,000 3.4%	7,156,780	281,780 4.1%	7,300,000	143,220 2.0%	7,446,000	146,000 2.0%
- Plumbing Permits	485,000	500,000	15,000 3.1%	520,200	20,200 4.0%	530,604	10,404 2.0%	541,200	10,596 2.0%
- Service Charges	531,661	572,161	40,500 7.6%	623,661	51,500 9.0%	640,911	17,250 2.8%	641,261	350 0.1%
<b>COMMISSIONER OF CORPORATE &amp; STRATEGIC SERVICES</b>									
Environmental Sustainability	0	44,889	44,889 0.0%	0	(44,889) -100.0%	0	0 0.0%	0	0 0.0%
<b>COMMISSIONER OF PUBLIC WORKS</b>									
Development Eng & Infrastructure Planning	0	359,936	359,936 0.0%	372,459	12,523 3.5%	377,082	4,623 1.2%	382,325	5,243 1.4%
Development And Transport. Engineering	473,588	0	(473,588) -100.0%	0	0 0.0%	0	0 0.0%	0	0 0.0%
Capital Delivery & Asset Management	0	13,670	13,670 0.0%	14,040	370 2.7%	14,410	370 2.6%	14,780	370 2.6%
Engineering Services	256,734	0	(256,734) -100.0%	0	0 0.0%	0	0 0.0%	0	0 0.0%
Environmental Services	0	1,263,186	1,263,186 0.0%	1,282,631	19,445 1.5%	1,303,910	21,279 1.7%	1,323,855	19,945 1.5%
Transportation Serv, Parks & Forestry	0	470,305	470,305 0.0%	481,716	11,411 2.4%	487,598	5,882 1.2%	493,371	5,773 1.2%
Parks & Forestry Operations	133,567	0	(133,567) -100.0%	0	0 0.0%	0	0 0.0%	0	0 0.0%
Cemeteries	73,455	74,925	1,470 2.0%	76,465	1,540 2.1%	77,459	994 1.3%	79,285	1,826 2.4%
Public Works - Operations	1,356,584	0	(1,356,584) -100.0%	0	0 0.0%	0	0 0.0%	0	0 0.0%
<b>VAUGHAN PUBLIC LIBRARIES</b>	<b>311,900</b>	<b>311,900</b>	<b>0 0.0%</b>	<b>311,900</b>	<b>0 0.0%</b>	<b>311,900</b>	<b>0 0.0%</b>	<b>311,900</b>	<b>0 0.0%</b>
<b>TOTAL FEES / SERVICE CHARGES</b>	<b>39,502,380</b>	<b>39,814,014</b>	<b>311,634 0.8%</b>	<b>40,773,460</b>	<b>959,446 2.4%</b>	<b>42,070,889</b>	<b>1,297,429 3.2%</b>	<b>42,749,743</b>	<b>678,854 1.6%</b>
<b>TOTAL CORPORATE REVENUES</b>	<b>23,672,678</b>	<b>20,355,584</b>	<b>(3,317,094) -14.0%</b>	<b>19,245,930</b>	<b>(1,109,654) -5.5%</b>	<b>21,367,811</b>	<b>2,121,881 11.0%</b>	<b>22,045,591</b>	<b>677,780 3.2%</b>
<b>TOTAL REVENUE</b>	<b>91,212,007</b>	<b>87,570,809</b>	<b>(3,641,198) -4.0%</b>	<b>85,613,215</b>	<b>(1,957,594) -2.2%</b>	<b>86,246,206</b>	<b>632,991 0.7%</b>	<b>86,121,123</b>	<b>(125,083) -0.1%</b>

**CITY OF VAUGHAN**  
**PROPOSED 2015-18 OPERATING BUDGET**  
**REVENUE BY MAJOR SOURCE**

**CORPORATE REVENUE DETAIL :**

	2014 BUDGET	DRAFT 2015 BUDGET	INC. / (DEC.) \$ %	2016 FORECAST	INC. / (DEC.) \$ %	2017 FORECAST	INC. / (DEC.) \$ %	2018 FORECAST	INC. / (DEC.) \$ %
Fines And Penalties	5,100,000	5,150,000	50,000 1.0%	5,150,000	0 0.0%	5,200,000	50,000 1.0%	5,200,000	0 0.0%
Tax Certificates And Documents	506,263	531,104	24,841 4.9%	532,360	1,256 0.2%	536,741	4,381 0.8%	554,521	17,780 3.3%
Investment Income	2,525,000	2,275,000	(250,000) -9.9%	2,250,000	(25,000) -1.1%	2,500,000	250,000 11.1%	3,000,000	500,000 20.0%
Powerstream Investment Income	4,700,000	4,700,000	0 0.0%	4,700,000	0 0.0%	4,700,000	0 0.0%	4,700,000	0 0.0%
Powerstream Dividends	6,200,000	7,110,000	910,000 14.7%	6,022,500	(1,087,500) -15.3%	7,840,000	1,817,500 30.2%	8,000,000	160,000 2.0%
Special Dividend - VHI	3,645,470	0	(3,645,470) -100.0%	0	0 0.0%	0	0 0.0%	0	0 0.0%
Miscellaneous Revenue	539,608	170,000	(369,608) -68.5%	170,000	0 0.0%	170,000	0 0.0%	170,000	0 0.0%
Purchasing	60,700	30,700	(30,000) -49.4%	30,700	0 0.0%	30,700	0 0.0%	30,700	0 0.0%
Sale of Fixed Assets	0	30,000	30,000 0.0%	30,000	0 0.0%	30,000	0 0.0%	30,000	0 0.0%
Cashiering Services	89,392	53,045	(36,347) -40.7%	54,635	1,590 3.0%	54,635	0 0.0%	54,635	0 0.0%
Capital Admin. Revenue	12,000	4,000	(8,000) -66.7%	4,000	0 0.0%	4,000	0 0.0%	4,000	0 0.0%
Mayor's Gala/Golf Classic	294,245	301,735	7,490 2.5%	301,735	0 0.0%	301,735	0 0.0%	301,735	0 0.0%
<b>TOTAL CORPORATE REVENUE</b>	<b>23,672,678</b>	<b>20,355,584</b>	<b>(3,317,094) -14.0%</b>	<b>19,245,930</b>	<b>(1,109,654) -5.5%</b>	<b>21,367,811</b>	<b>2,121,881 11.0%</b>	<b>22,045,591</b>	<b>677,780 3.2%</b>



**CITY OF VAUGHAN  
PROPOSED 2015-18 OPERATING BUDGET**

**Expenditure By Major Category (1)**

	2014 BUDGET	DRAFT 2015 BUDGET	INC. / (DEC.) \$	%	2016 FORECAST	INC. / (DEC.) \$	%	2017 FORECAST	INC. / (DEC.) \$	%	2018 FORECAST	INC. / (DEC.) \$	%
<b>COUNCIL</b>	1,524,230	1,554,932	30,702	2.0%	1,587,215	32,283	2.1%	1,621,427	34,212	2.2%	1,666,522	45,095	2.8%
<b>OFFICE OF THE INTEGRITY COMMISSIONER</b>	200,000	200,000	0	0.0%	200,000	0	0.0%	200,000	0	0.0%	200,000	0	0.0%
<b>Internal Audit</b>	429,643	498,695	69,052	16.1%	511,481	12,786	2.6%	523,416	11,935	2.3%	528,255	4,839	0.9%
City Manager	818,116	740,138	(77,978)	-9.5%	742,995	2,857	0.4%	746,554	3,559	0.5%	750,112	3,558	0.5%
Executive Director	201,988	240,279	38,291	19.0%	241,165	886	0.4%	242,406	1,241	0.5%	243,646	1,240	0.5%
Economic and Business Development	1,560,629	1,627,819	67,190	4.3%	1,661,297	33,478	2.1%	1,687,993	26,696	1.6%	1,701,247	13,254	0.8%
Corporate Communications	1,216,614	1,255,373	38,759	3.2%	1,284,435	29,062	2.3%	1,303,422	18,987	1.5%	1,312,103	8,681	0.7%
Fire and Rescue Services	40,807,877	43,488,464	2,680,587	6.6%	44,358,815	870,351	2.0%	45,036,755	677,940	1.5%	45,492,602	455,847	1.0%
Emergency Planning	196,896	200,257	3,361	1.7%	200,821	564	0.3%	201,602	781	0.4%	202,390	788	0.4%
<b>TOTAL CITY MANAGER</b>	44,802,120	47,552,330	2,750,210	6.1%	48,489,528	937,198	2.0%	49,218,732	729,204	1.5%	49,702,100	483,368	1.0%
Commissioner of Finance and City Treasurer	408,978	527,481	118,503	29.0%	550,961	23,480	4.5%	566,418	15,457	2.8%	572,648	6,230	1.1%
City Financial Services	3,121,171	3,145,013	23,842	0.8%	3,176,851	31,838	1.0%	3,199,014	22,163	0.7%	3,214,398	15,384	0.5%
Budgeting and Financial Planning	2,342,301	2,258,820	(83,481)	-3.6%	2,311,374	52,554	2.3%	2,352,693	41,319	1.8%	2,374,084	21,391	0.9%
Development Finance & Investments	721,905	766,374	44,469	6.2%	785,345	18,971	2.5%	800,714	15,369	2.0%	806,888	6,174	0.8%
Purchasing Services	1,599,466	1,635,582	36,116	2.3%	1,660,708	25,126	1.5%	1,674,902	14,194	0.9%	1,683,599	8,697	0.5%
<b>TOTAL COMM. OF FINANCE AND CITY TREASURER</b>	8,193,821	8,333,270	139,449	1.7%	8,485,239	151,969	1.8%	8,593,741	108,502	1.3%	8,651,617	57,876	0.7%
Commissioner of Legal and Administrative Services	424,625	433,299	8,674	2.0%	439,124	5,825	1.3%	445,569	6,445	1.5%	448,397	2,828	0.6%
City Clerk	4,764,653	4,987,830	223,177	4.7%	5,085,307	97,477	2.0%	5,179,533	94,226	1.9%	5,273,725	94,192	1.8%
Clerks - Licensing	675,456	707,965	32,509	4.8%	712,318	4,353	0.6%	716,061	3,743	0.5%	719,593	3,532	0.5%
Committee of Adjustment	596,892	612,451	15,559	2.6%	616,739	4,288	0.7%	619,988	3,249	0.5%	623,112	3,124	0.5%
City Clerk - Insurance	4,729,136	5,006,393	277,257	5.9%	5,550,712	544,319	10.9%	6,258,849	708,137	12.8%	6,588,000	329,151	5.3%
Legal Services	2,170,432	2,216,720	46,288	2.1%	2,238,356	21,636	1.0%	2,257,486	19,130	0.9%	2,274,244	16,758	0.7%
By-Law & Compliance	5,917,202	6,072,160	154,958	2.6%	6,153,288	81,128	1.3%	6,205,849	52,561	0.9%	6,244,240	38,391	0.6%
<b>TOTAL COMM. OF LEGAL AND ADMINISTRATIVE SERVICES</b>	19,278,396	20,036,818	758,422	3.9%	20,795,844	759,026	3.8%	21,683,335	887,491	4.3%	22,171,311	487,976	2.3%
Commissioner of Community Services	464,685	434,966	(29,719)	-6.4%	440,692	5,726	1.3%	447,038	6,346	1.4%	449,435	2,397	0.5%
Curb Appeal/Winterlights Program	80,140	80,140	0	0.0%	80,140	0	0.0%	80,140	0	0.0%	80,140	0	0.0%
Community Grants & Advisory Committees	98,982	99,711	729	0.7%	100,454	743	0.7%	100,454	0	0.0%	100,454	0	0.0%
Recreation	20,036,232	20,398,802	362,570	1.8%	20,537,050	138,248	0.7%	20,940,621	403,571	2.0%	21,029,904	89,283	0.4%
Cultural Services	1,971,032	1,971,322	290	0.0%	1,982,079	10,757	0.5%	1,991,419	9,340	0.5%	2,000,195	8,776	0.4%
Buildings and Facilities	21,981,719	22,544,559	562,840	2.6%	23,010,675	466,116	2.1%	24,159,410	1,148,735	5.0%	24,586,307	426,897	1.8%
Fleet Management	2,659,880	2,788,636	128,756	4.8%	2,832,742	44,106	1.6%	2,853,368	20,626	0.7%	2,869,471	16,103	0.6%
Parks Development	1,335,110	1,376,082	40,972	3.1%	1,397,864	21,782	1.6%	1,410,251	12,387	0.9%	1,421,320	11,069	0.8%
<b>TOTAL COMMISSIONER OF COMMUNITY SERVICES</b>	48,627,780	49,694,218	1,066,438	2.2%	50,381,696	687,478	1.4%	51,982,701	1,601,005	3.2%	52,537,226	554,525	1.1%
Commissioner of Planning	393,162	406,898	13,736	3.5%	410,455	3,557	0.9%	412,632	2,177	0.5%	414,807	2,175	0.5%
Development Planning	3,908,957	3,876,589	(32,368)	-0.8%	3,929,646	53,057	1.4%	3,971,115	41,469	1.1%	3,998,533	27,418	0.7%
Policy Planning	1,604,819	1,511,023	(93,796)	-5.8%	1,412,011	(99,012)	-6.6%	1,426,100	14,089	1.0%	1,433,361	7,261	0.5%
Building Standards	7,178,632	7,350,692	172,060	2.4%	7,448,448	97,756	1.3%	7,526,672	78,224	1.1%	7,567,544	40,872	0.5%
<b>TOTAL COMMISSIONER OF PLANNING</b>	13,085,570	13,145,202	59,632	0.5%	13,200,560	55,358	0.4%	13,336,519	135,959	1.0%	13,414,245	77,726	0.6%
Commissioner of Strategic & Corporate Services	407,914	422,493	14,579	3.6%	427,415	4,922	1.2%	429,482	2,067	0.5%	431,547	2,065	0.5%
Corporate Asset Management	54,267	65,881	11,614	21.4%	69,789	3,908	5.9%	73,154	3,365	4.8%	75,739	2,585	3.5%
Strategic Planning	316,709	321,335	4,626	1.5%	334,007	12,672	3.9%	345,577	11,570	3.5%	347,168	1,591	0.5%
Environment Sustainability	311,168	348,100	36,932	11.9%	304,244	(43,856)	-12.6%	305,690	1,446	0.5%	307,135	1,445	0.5%
Innovation & Continuous Improvement	883,225	1,002,140	118,915	13.5%	1,017,291	15,151	1.5%	1,028,164	10,873	1.1%	1,034,655	6,491	0.6%
Access Vaughan	1,119,347	1,103,198	(16,149)	-1.4%	1,121,278	18,080	1.6%	1,135,449	14,171	1.3%	1,140,354	4,905	0.4%
Information and Technology Management	8,860,318	9,171,884	311,566	3.5%	9,351,369	179,485	2.0%	9,422,901	71,532	0.8%	9,487,120	64,219	0.7%
Human Resources	3,786,434	3,961,430	174,996	4.6%	4,016,438	55,008	1.4%	4,064,629	48,191	1.2%	4,091,818	27,189	0.7%
<b>TOTAL COMMISSIONER OF STRATEGIC &amp; CORPORATE SERVICES</b>	15,739,382	16,396,461	657,079	4.2%	16,641,831	245,370	1.5%	16,805,046	163,215	1.0%	16,915,536	110,490	0.7%
Commissioner of Public Works	515,728	441,489	(74,239)	-14.4%	451,331	9,842	2.2%	459,034	7,703	1.7%	461,346	2,312	0.5%
Development Eng & Infrastructure Planning	0	5,065,923	5,065,923	0.0%	5,162,881	96,958	1.9%	5,223,951	61,070	1.2%	5,271,162	47,211	0.9%
Development And Transport, Engineering	5,309,308	0	(5,309,308)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Capital Delivery & Asset Management	0	2,415,891	2,415,891	0.0%	2,450,496	34,605	1.4%	2,474,111	23,615	1.0%	2,492,603	18,492	0.7%
Engineering Services	4,545,890	0	(4,545,890)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Environmental Services	0	10,560,160	10,560,160	0.0%	10,954,238	394,078	3.7%	11,147,233	192,995	1.8%	11,342,358	195,125	1.8%
Transportation Serv, Parks & Forestry	0	35,761,989	35,761,989	0.0%	36,474,572	712,583	2.0%	37,209,728	735,156	2.0%	37,830,063	620,335	1.7%
Parks & Forestry Operations	14,303,688	0	(14,303,688)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Public Works - Operations	30,612,345	0	(30,612,345)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
<b>TOTAL COMMISSIONER OF ENGINEERING SERVICES AND PUBLIC WORKS</b>	55,286,959	54,245,452	(1,041,507)	-1.9%	55,493,518	1,248,066	2.3%	56,514,057	1,020,539	1.8%	57,397,532	883,475	1.6%
<b>VAUGHAN PUBLIC LIBRARIES</b>	14,284,355	14,700,272	415,917	2.9%	14,977,062	276,790	1.9%	15,212,908	235,846	1.6%	15,345,986	133,078	0.9%
<b>TOTAL DEPARTMENTAL EXPENDITURES</b>	221,452,256	226,357,650	4,905,394	2.2%	230,763,974	4,406,324	1.9%	235,691,882	4,927,908	2.1%	238,530,330	2,838,448	1.2%
<b>RESERVE CONTRIBUTION &amp; CORP. EXPENDITURES</b>	11,731,537	8,348,195	(3,383,342)	-28.8%	9,620,250	1,272,055	15.2%	12,752,657	3,132,407	32.6%	16,366,000	3,613,343	28.3%
<b>LONG TERM DEBT</b>	14,029,554	15,114,222	1,084,668	7.7%	14,355,910	(758,312)	-5.0%	10,866,397	(3,489,513)	-24.3%	13,098,310	2,231,913	20.5%
<b>CONTINGENCY</b>	461,810	653,000	191,190	41.4%	3,584,526	2,931,526	448.9%	6,873,025	3,288,499	91.7%	10,234,917	3,361,892	48.9%
<b>CAPITAL FROM TAXATION</b>	6,364,084	6,653,601	289,517	4.5%	6,780,349	126,748	1.9%	6,915,956	135,607	2.0%	6,915,956	0	0.0%
<b>TOTAL EXPENDITURES</b>	254,039,241	257,126,668	3,087,427	1.2%	265,105,009	7,978,341	3.1%	273,099,917	7,994,908	3.0%	285,145,513	12,045,596	4.4%

NOTE 1- EXPENSES ARE NET OF POWERSTREAM JOINT SERVICES REVENUE AND LIBRARY JOINT SERVICE CHARGES.

**CITY OF VAUGHAN  
PROPOSED 2015-18 OPERATING BUDGET**

**Expenditure By Major Category (1)**

**RESERVE CONTRIBUTION & CORP. EXP. DETAIL:**

**RESERVE CONTRIBUTIONS:**

	2014 BUDGET	DRAFT 2015 BUDGET	INC. / (DEC.) \$	%	2016 FORECAST	INC. / (DEC.) \$	%	2017 FORECAST	INC. / (DEC.) \$	%	2018 FORECAST	INC. / (DEC.) \$	%
Bldg & Facil. Infrast. Res.	2,632,247	2,784,844	152,597	5.8%	3,496,696	711,852	25.6%	5,203,153	1,706,457	48.8%	6,243,784	1,040,631	20.0%
Roads Infrastructure Res.	420,309	428,715	8,406	2.0%	437,290	8,575	2.0%	446,036	8,746	2.0%	535,243	89,207	20.0%
Parks Infrastructure Res.	449,749	1,452,049	1,002,300	222.9%	1,796,755	344,706	23.7%	2,975,824	1,179,069	65.6%	3,570,989	595,165	20.0%
Election Reserve Contribution	450,000	450,000	0	0.0%	450,000	0	0.0%	450,000	0	0.0%	450,000	0	0.0%
Additional Vehicle Contribution	387,478	408,145	20,667	5.3%	411,938	3,793	0.9%	415,807	3,869	0.9%	488,968	83,161	20.0%
Fire & Rescue Contribution	1,287,837	1,344,295	56,458	4.4%	1,501,512	157,217	11.7%	1,538,571	37,059	2.5%	1,846,285	307,714	20.0%
Heritage Contribution	212,242	216,486	4,244	2.0%	220,816	4,330	2.0%	225,232	4,416	2.0%	270,278	45,046	20.0%
Streetscapes Contribution	475,651	475,651	0	0.0%	475,651	0	0.0%	665,810	190,159	40.0%	798,972	133,162	20.0%
City Playhouse Contribution	15,000	15,000	0	0.0%	15,000	0	0.0%	15,000	0	0.0%	18,000	3,000	20.0%
ITM Reserve Contribution	1,060,744	1,119,689	58,945	5.6%	1,178,642	58,953	5.3%	1,237,595	58,953	5.0%	1,485,114	247,519	20.0%
Artificial Turf Contribution	140,000	125,000	(15,000)	-10.7%	125,000	0	0.0%	125,000	0	0.0%	125,000	0	0.0%
<b>TOTAL RESERVE CONTRIBUTIONS</b>	<b>7,531,257</b>	<b>8,819,874</b>	<b>1,288,617</b>	<b>17.1%</b>	<b>10,109,300</b>	<b>1,289,426</b>	<b>14.6%</b>	<b>13,298,028</b>	<b>3,188,728</b>	<b>31.5%</b>	<b>15,842,633</b>	<b>2,544,605</b>	<b>19.1%</b>

**CORPORATE EXPENDITURES:**

Mayor's Gala/Golf Classic	294,245	301,735	7,490	2.5%	301,735	0	0.0%	301,735	0	0.0%	301,735	0	0.0%
Bank Charges	104,500	104,500	0	0.0%	105,000	500	0.5%	105,500	500	0.5%	106,000	500	0.5%
Professional Fees	184,000	184,000	0	0.0%	184,000	0	0.0%	184,000	0	0.0%	184,000	0	0.0%
OMB Hearings, Professional Fees & Resources	2,992,210	460,000	(2,532,210)	-84.6%	460,000	0	0.0%	400,000	(60,000)	-13.0%	400,000	0	0.0%
VMC Development & Implementation	1,482,868	0	(1,482,868)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Joint Services ( Payroll/Cashiering)	473,416	487,616	14,200	3.0%	502,245	14,629	3.0%	517,323	15,078	3.0%	532,831	15,508	3.0%
Sundry	0	0	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
City Hall Funding	0	0	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Tax Adjustments	2,150,000	2,275,000	125,000	5.8%	2,275,000	0	0.0%	2,300,000	25,000	1.1%	2,300,000	0	0.0%
Corporate Insurance	0	0	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Armo Membership	17,100	18,000	900	5.3%	18,900	900	5.0%	19,800	900	4.8%	20,800	1,000	5.1%
Conferences	28,300	28,300	0	0.0%	28,300	0	0.0%	28,300	0	0.0%	28,300	0	0.0%
Election	903,641	148,270	(755,371)	-83.6%	148,270	0	0.0%	148,270	0	0.0%	1,200,000	1,051,730	709.3%
Anticipated Labour Savings	(4,430,000)	(4,479,100)	(49,100)	1.1%	(4,512,500)	(33,400)	0.7%	(4,550,299)	(37,799)	0.8%	(4,550,299)	0	0.0%
<b>TOTAL CORPORATE EXPENDITURES</b>	<b>4,200,280</b>	<b>(471,679)</b>	<b>(4,671,959)</b>	<b>-111.2%</b>	<b>(489,050)</b>	<b>(17,371)</b>	<b>3.7%</b>	<b>(545,371)</b>	<b>(56,321)</b>	<b>11.5%</b>	<b>523,367</b>	<b>1,068,738</b>	<b>-196.0%</b>
<b>TOTAL RESERVE CONTRIBUTIONS &amp; CORP. EXP.</b>	<b>11,731,537</b>	<b>8,348,195</b>	<b>(3,383,342)</b>	<b>-28.8%</b>	<b>9,620,250</b>	<b>1,272,055</b>	<b>15.2%</b>	<b>12,752,657</b>	<b>3,132,407</b>	<b>32.6%</b>	<b>16,366,000</b>	<b>3,613,343</b>	<b>28.3%</b>

# **Attachment 2: Draft Commission Information**

- **Business Plan**
  - **Operating Financial Summary**
  - **ARR Listing**
  - **Capital Project Listing**
- 

**Draft 2015 Budget and 2016-2018 Plan  
Finance, Administration and Audit  
Committee  
January 12, 2015**





CITY OF VAUGHAN

# DRAFT 2015 BUDGET AND 2016-2018 PLAN

*COUNCIL*





# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Actual Forecast 2014*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
City Council																
	Revenue															
		3805 Ward Sponsorships	4,166	500	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>4,166</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Labour Costs															
		7015 Part Time	170,603	187,239	270,672	0	0	270,672	0	0.0%	270,672	0	270,672	0	270,672	0
		7016 Full Time Contracts	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	182,653	188,895	192,634	(12,264)	0	180,370	(12,264)	(6.4)%	185,050	4,680	189,740	4,690	194,320	4,580
		7018 Benefits - Part Time	16,719	18,854	26,932	252	0	27,184	252	0.9%	27,184	0	27,184	0	27,184	0
		7020 Benefits - FT Contract	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7030 Council Remuneration	714,727	715,876	729,019	14,583	0	743,602	14,583	2.0%	743,602	0	743,602	0	743,602	0
		<b>Total Labour Costs</b>	<b>1,084,703</b>	<b>1,110,863</b>	<b>1,219,257</b>	<b>2,571</b>	<b>0</b>	<b>1,221,828</b>	<b>2,571</b>	<b>0.2%</b>	<b>1,226,508</b>	<b>4,680</b>	<b>1,231,198</b>	<b>4,690</b>	<b>1,235,778</b>	<b>4,580</b>
	Other Expenses															
		7100 Mileage	58,368	53,760	58,868	0	0	58,868	0	0.0%	58,868	0	58,868	0	58,868	0
		7103 407-ETR Toll Charges	343	178	500	0	0	500	0	0.0%	500	0	500	0	500	0
		7105 Membership/Dues/Fees	45	45	100	0	0	100	0	0.0%	100	0	100	0	100	0
		7110 Meals & Meal Allowances	177	289	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0	1,000	0
		7112 Council Travel & Confer.	5,412	2,048	11,200	0	0	11,200	0	0.0%	11,200	0	11,200	0	11,200	0
		7115 Training & Development	0	250	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0	1,000	0
		7122 Cellular Telephones	15,596	14,515	22,285	0	0	22,285	0	0.0%	22,285	0	22,285	0	22,285	0
		7125 Subscriptions/Publications	732	897	1,550	0	0	1,550	0	0.0%	1,550	0	1,550	0	1,550	0
		7126 Newsletters & Mailings	31,350	26,015	101,641	0	0	101,641	0	0.0%	101,641	0	101,641	0	101,641	0
		7130 Seminars & Workshops	3,542	673	3,097	0	0	3,097	0	0.0%	3,097	0	3,097	0	3,097	0
		7135 Advertising	2,877	1,227	5,950	0	0	5,950	0	0.0%	5,950	0	5,950	0	5,950	0
		7150 Community Gifts & Promotions	1,663	759	4,100	0	0	4,100	0	0.0%	4,100	0	4,100	0	4,100	0
		7151 Community Hosting Events	10,338	5,767	15,200	0	0	15,200	0	0.0%	15,200	0	15,200	0	15,200	0
		7200 Office Supplies	3,736	3,864	8,150	0	0	8,150	0	0.0%	8,150	0	8,150	0	8,150	0
		7201 Conferences	2,205	2,355	4,000	0	0	4,000	0	0.0%	4,000	0	4,000	0	4,000	0
		7204 Council - Office Decorations	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7205 Computer Supplies	2,511	2,562	7,200	0	0	7,200	0	0.0%	7,200	0	7,200	0	7,200	0
		7210 Office Equip. & Furniture	663	36	1,469	0	0	1,469	0	0.0%	1,469	0	1,469	0	1,469	0
		7211 Computer Hardware/Software	2,789	2,899	6,500	0	0	6,500	0	0.0%	6,500	0	6,500	0	6,500	0
		7220 Copiers, Faxes and Supplies	1,401	1,607	2,800	0	0	2,800	0	0.0%	2,800	0	2,800	0	2,800	0
		7221 Corporate Promotions	163	260	1,950	0	0	1,950	0	0.0%	1,950	0	1,950	0	1,950	0
		7222 Printing	1,969	1,665	7,250	0	0	7,250	0	0.0%	7,250	0	7,250	0	7,250	0
		7225 Postal Services	4,962	3,023	5,017	0	0	5,017	0	0.0%	5,017	0	5,017	0	5,017	0
		7227 Community Event Tickets	3,850	2,530	7,000	0	0	7,000	0	0.0%	7,000	0	7,000	0	7,000	0
		7315 Vehicle Maintenance &	241	314	2,900	0	0	2,900	0	0.0%	2,900	0	2,900	0	2,900	0
		7415 Rental, Leases - Vehicles	8,645	9,649	9,645	0	0	9,645	0	0.0%	9,645	0	9,645	0	9,645	0
		7520 Professional Fees	0	0	500	0	0	500	0	0.0%	500	0	500	0	500	0
		7560 Gas/Diesel - Vehicles	2,995	3,473	3,500	0	0	3,500	0	0.0%	3,500	0	3,500	0	3,500	0
		7630 Wireless/Internet Commun.	3,992	3,536	4,600	0	0	4,600	0	0.0%	4,600	0	4,600	0	4,600	0
		7699 Sundry Expenses	373	1,271	6,001	28,131	0	34,132	28,131	468.8%	61,735	27,603	91,257	29,522	131,772	40,515
		<b>Total Other Expenses</b>	<b>170,934</b>	<b>145,466</b>	<b>304,973</b>	<b>28,131</b>	<b>0</b>	<b>333,104</b>	<b>28,131</b>	<b>9.2%</b>	<b>360,707</b>	<b>27,603</b>	<b>390,229</b>	<b>29,522</b>	<b>430,744</b>	<b>40,515</b>
<b>Total City Council</b>			<b>1,251,471</b>	<b>1,255,829</b>	<b>1,524,230</b>	<b>30,702</b>	<b>0</b>	<b>1,554,932</b>	<b>30,702</b>	<b>2.0%</b>	<b>1,587,215</b>	<b>32,283</b>	<b>1,621,427</b>	<b>34,212</b>	<b>1,666,522</b>	<b>45,095</b>

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.



CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*Office of the Integrity Commissioner*



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Actual Forecast 2014*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Integrity Commissioner</b>																
	<b>Labour Costs</b>															
		7015 Part Time	102,932	108,371	136,613	61	0	136,674	61	0.0%	136,674	0	136,674	0	136,674	0
		7017 Benefits	10,087	10,780	13,587	353	0	13,940	353	2.6%	14,078	138	14,078	0	14,214	136
		<b>Total Labour Costs</b>	<b>113,019</b>	<b>119,151</b>	<b>150,200</b>	<b>414</b>	<b>0</b>	<b>150,614</b>	<b>414</b>	<b>0.3%</b>	<b>150,752</b>	<b>138</b>	<b>150,752</b>	<b>0</b>	<b>150,888</b>	<b>136</b>
	<b>Other Expenses</b>															
		7105 Membership/Dues/Fees	0	0	2,000	0	0	2,000	0	0.0%	2,000	0	2,000	0	2,000	0
		7110 Meals & Meal Allowances	0	90	360	0	0	360	0	0.0%	360	0	360	0	360	0
		7115 Training & Development	0	61	250	0	0	250	0	0.0%	250	0	250	0	250	0
		7120 Telephone Charges	57	61	750	0	0	750	0	0.0%	750	0	750	0	750	0
		7122 Cellular Telephones	714	965	1,500	0	0	1,500	0	0.0%	1,500	0	1,500	0	1,500	0
		7130 Seminars & Workshops	0	626	2,500	0	0	2,500	0	0.0%	2,500	0	2,500	0	2,500	0
		7200 Office Supplies	0	920	2,900	(348)	0	2,552	(348)	(12.0)%	2,414	(138)	2,414	0	2,278	(136)
		7220 Copiers, Faxes and Supplies	2,853	3,292	4,560	(66)	0	4,494	(66)	(1.4)%	4,494	0	4,494	0	4,494	0
		7222 Printing	0	47	200	0	0	200	0	0.0%	200	0	200	0	200	0
		7420 Rental, Leases - Buildings	20,588	20,621	20,600	0	0	20,600	0	0.0%	20,600	0	20,600	0	20,600	0
		7520 Professional Fees	0	3,497	14,000	0	0	14,000	0	0.0%	14,000	0	14,000	0	14,000	0
		7699 Sundry Expenses	0	45	180	0	0	180	0	0.0%	180	0	180	0	180	0
		<b>Total Other Expenses</b>	<b>24,212</b>	<b>30,225</b>	<b>49,800</b>	<b>(414)</b>	<b>0</b>	<b>49,386</b>	<b>(414)</b>	<b>(0.8)%</b>	<b>49,248</b>	<b>(138)</b>	<b>49,248</b>	<b>0</b>	<b>49,112</b>	<b>(136)</b>
<b>Total Integrity Commissioner</b>			<b>137,231</b>	<b>149,376</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>0.0%</b>	<b>200,000</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>200,000</b>	<b>0</b>

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

7015 - Part Time	Administrative correction due to rounding
7017 - Benefits	Increase due to budget guidelines
7200 - Office Supplies	Decrease to maintain overall dept budget
7220 - Copiers, Faxes and Supplies	Decrease to maintain overall dept budget

### 2016 Budget Variance Comments

7017 - Benefits	Increase due to budget guidelines
7200 - Office Supplies	Decrease to maintain overall dept budget

### 2018 Budget Variance Comments

7017 - Benefits	Increase due to budget guidelines
7200 - Office Supplies	Decrease to maintain overall dept budget



CITY OF VAUGHAN

# DRAFT 2015 BUDGET AND 2016-2018 PLAN

*Internal Audit*



## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

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

The Internal Audit Department provides independent, objective assurance and consulting activity designed to add value and improve the City's operations. The Department helps the City accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The department's core responsibilities are to conduct operational and compliance audits and provide advisory services where requested.

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

1. Provide assurance that key risks are effectively mitigated and key controls function as intended.
2. Provide education and advice to City departments to help them develop risk mitigation strategies and establish and maintain good governance, accountability and control.
3. Support the City's objective to maintain transparency and openness.

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

1. Ensure a High Performing Organization
  - Staff provide education and advice to City departments to help them develop risk mitigation strategies and establish and maintain good governance, accountability and control
2. Demonstrate Excellence in Service Delivery
  - The Department provides high quality independent and objective assurance and consulting services to City departments and conducts operational and compliance audits, adding value and improving the City's operations
3. Ensure Financial Sustainability
  - The Department provides assurance that key risks are effectively mitigated and key controls function as intended, protecting the financial sustainability of the organization.

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2013	2014 Base	2015	2016	2017	2018
Full Time	2	3	0*	1	0	0
Part Time	0	0	0	0	0	0
Overtime						

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

## 2015-2018 Business Plan

### Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

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

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

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

The most significant challenge for the Internal Audit Department will be to properly assess the control and risk management environment with limited resources. Vaughan as a rapidly growing and evolving community will have to make critical decisions balancing effective control and risk management with longer term financial sustainability. Internal Audit provides value when it can advise management on the appropriate level of control and provide assurance to the governing body that controls are working effectively. The pressures associated with auditing the City have become complex and sophisticated due to rapid growth, internal/external changes and technology.

Internal Audit can help play a proactive role by working with management to assess that the right controls are in place to manage the right risks. The challenge is being able to determine the risk criteria or risk framework is well defined or known so the appropriate balance of control versus risk can be applied. While being a significant challenge to both the organization and Internal Audit, it also provides the best opportunity to better manage the organization going forward.

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

Internal Audit currently has a staff of three (two positions filled and a vacancy), a budget of approximately \$480K, of which 91% is attributed to salaries and benefits. Traditionally, internal audit is not a funding priority unless it can demonstrate value to the organization. That value is hard to quantify and is best realized in being able to address issues before they become problems.

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

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

## 2015-2018 Business Plan

### Work Plan

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

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

## 2015-2018 Business Plan

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



## 2015-2018 Business Plan

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

## 2015-2018 Business Plan

### Business Performance

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

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

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

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

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

## 2015-2018 Business Plan

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

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

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

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

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**Department Head Sign-off**

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

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**City Manager Sign-off**

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

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Actual Forecast 2014*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Internal Audit</b>																
	<b>Labour Costs</b>															
		7010 Full Time	246,706	301,628	342,475	18,177	0	360,652	18,177	5.3%	369,246	8,594	376,522	7,276	378,227	1,705
		7015 Part Time	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	66,117	80,834	94,638	3,820	0	98,458	3,820	4.0%	102,650	4,192	107,309	4,659	110,443	3,134
		7018 Benefits - Part Time	0	0	(2,855)	2,855	0	0	2,855	(100.0)%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>312,823</b>	<b>382,462</b>	<b>434,258</b>	<b>24,852</b>	<b>0</b>	<b>459,110</b>	<b>24,852</b>	<b>5.7%</b>	<b>471,896</b>	<b>12,786</b>	<b>483,831</b>	<b>11,935</b>	<b>488,670</b>	<b>4,839</b>
	<b>Other Expenses</b>															
		7100 Mileage	311	462	900	0	(300)	600	(300)	(33.3)%	600	0	600	0	600	0
		7105 Membership/Dues/Fees	3,038	2,321	5,350	0	(2,350)	3,000	(2,350)	(43.9)%	3,000	0	3,000	0	3,000	0
		7110 Meals & Meal Allowances	101	142	300	0	0	300	0	0.0%	300	0	300	0	300	0
		7115 Training & Development	0	3,702	9,700	500	(2,200)	8,000	(1,700)	(17.5)%	8,000	0	8,000	0	8,000	0
		7122 Cellular Telephones	1,404	540	1,500	0	(1,500)	0	(1,500)	(100.0)%	0	0	0	0	0	0
		7125 Subscriptions/Publications	637	2,876	2,000	0	4,500	6,500	4,500	225.0%	6,500	0	6,500	0	6,500	0
		7130 Seminars & Workshops	771	1,650	3,500	100	1,400	5,000	1,500	42.9%	5,000	0	5,000	0	5,000	0
		7200 Office Supplies	177	349	950	0	(500)	450	(500)	(52.6)%	450	0	450	0	450	0
		7201 Conferences	0	0	0	0	1,250	1,250	1,250	0.0%	1,250	0	1,250	0	1,250	0
		7205 Computer Supplies	222	657	250	0	0	250	0	0.0%	250	0	250	0	250	0
		7210 Office Equip. & Furniture	0	375	5,450	(3,950)	(1,000)	500	(4,950)	(90.8)%	500	0	500	0	500	0
		7211 Computer Hardware/Software	7,685	4,208	2,985	(1,950)	0	1,035	(1,950)	(65.3)%	1,035	0	1,035	0	1,035	0
		7220 Copiers, Faxes and Supplies	1,871	1,169	1,250	0	(250)	1,000	(250)	(20.0)%	1,000	0	1,000	0	1,000	0
		7222 Printing	0	253	1,000	0	(750)	250	(750)	(75.0)%	250	0	250	0	250	0
		7520 Professional Fees	1,351	5,297	9,000	(500)	2,200	10,700	1,700	18.9%	10,700	0	10,700	0	10,700	0
		7630 Wireless/Internet Commun.	46	301	500	0	0	500	0	0.0%	500	0	500	0	500	0
		7699 Sundry Expenses	276	3,224	750	0	(500)	250	(500)	(66.7)%	250	0	250	0	250	0
		7700 Chgs. from Othe Depts.	192	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7790 Trsf. to Expend Res	(37,254)	(50,000)	(50,000)	50,000	0	0	50,000	(100.0)%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>(19,172)</b>	<b>(22,471)</b>	<b>(4,615)</b>	<b>44,200</b>	<b>0</b>	<b>39,585</b>	<b>44,200</b>	<b>(957.7)%</b>	<b>39,585</b>	<b>0</b>	<b>39,585</b>	<b>0</b>	<b>39,585</b>	<b>0</b>
<b>Total Internal Audit</b>			<b>293,652</b>	<b>359,991</b>	<b>429,643</b>	<b>69,052</b>	<b>0</b>	<b>498,695</b>	<b>69,052</b>	<b>16.1%</b>	<b>511,481</b>	<b>12,786</b>	<b>523,416</b>	<b>11,935</b>	<b>528,255</b>	<b>4,839</b>

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

7100 - Mileage	Reallocated to various accounts
7105 - Membership/Dues/Fees	Reallocated to various accounts
7115 - Training & Development	Reallocated to various accounts
7122 - Cellular Telephones	Reallocated to various accounts
7125 - Subscriptions/Publications	Reallocated from various accounts
7130 - Seminars & Workshops	Reallocated from various accounts
7200 - Office Supplies	Reallocated to various accounts
7201 - Conferences	Reallocated from various accounts
7210 - Office Equip. & Furniture	Removal of 2014 ARR one time costs
7211 - Computer Hardware/Software	Removal of 2014 ARR one time costs
7220 - Copiers, Faxes and Supplies	Reallocated to various accounts
7222 - Printing	Reallocated to various accounts
7520 - Professional Fees	Reallocated from various accounts
7699 - Sundry Expenses	Reallocated to various accounts
7790 - Trsf. to Expend Res	Phase out of reorganization offset





# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

### ***2016 Budget Variance Comments***

7010 - Full Time

Increase due to progression

7017 - Benefits

Increase in relation to salaries and budget guidelines

### ***2017 Budget Variance Comments***

7010 - Full Time

Increase due to progression

7017 - Benefits

Increase in relation to salaries and budget guidelines

### ***2018 Budget Variance Comments***

7010 - Full Time

Increase due to progression

7017 - Benefits

Increase in relation to salaries and budget guidelines

2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2015	Supporting Transformation	015-15-01	Professional Services and Risk Management Support	0.0	0	50,000	0	0	50,000
	Supporting Transformation Total			0.0	0	50,000	0	0	50,000
2015 Total				0.0	0	50,000	0	0	50,000
Grand Total				0.0	0	50,000	0	0	50,000



CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*City Manager*



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Actual Forecast 2014*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>City Manager</b>																
	<b>Revenue</b>															
		3780 Tourism/Rec'n Grant	11,099	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>11,099</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Labour Costs</b>															
		7010 Full Time	442,166	455,338	566,465	(58,360)	0	508,105	(58,360)	(10.3)%	508,353	248	508,353	0	508,353	0
		7016 Full Time Contracts	27,986	5,379	5,700	0	0	5,700	0	0.0%	5,700	0	5,700	0	5,700	0
		7017 Benefits	118,500	122,027	151,812	(13,099)	0	138,713	(13,099)	(8.6)%	141,322	2,609	144,881	3,559	148,439	3,558
		7020 Benefits - FT Contract	2,743	603	519	(519)	0	0	(519)	(100.0)%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>591,394</b>	<b>583,347</b>	<b>724,496</b>	<b>(71,978)</b>	<b>0</b>	<b>652,518</b>	<b>(71,978)</b>	<b>(9.9)%</b>	<b>655,375</b>	<b>2,857</b>	<b>658,934</b>	<b>3,559</b>	<b>662,492</b>	<b>3,558</b>
	<b>Other Expenses</b>															
		7100 Mileage	0	79	200	0	0	200	0	0.0%	200	0	200	0	200	0
		7103 407-ETR Toll Charges	232	209	400	0	0	400	0	0.0%	400	0	400	0	400	0
		7105 Membership/Dues/Fees	1,433	2,233	2,000	0	0	2,000	0	0.0%	2,000	0	2,000	0	2,000	0
		7110 Meals & Meal Allowances	1,263	6,462	3,000	0	0	3,000	0	0.0%	3,000	0	3,000	0	3,000	0
		7112 Council Travel & Confer.	489	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7115 Training & Development	0	2,797	6,000	(1,000)	0	5,000	(1,000)	(16.7)%	5,000	0	5,000	0	5,000	0
		7117 Corporate Mgmt Mtgs	3,315	3,051	4,000	0	0	4,000	0	0.0%	4,000	0	4,000	0	4,000	0
		7120 Telephone Charges	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7122 Cellular Telephones	1,431	1,650	2,600	(250)	(750)	1,600	(1,000)	(38.5)%	1,600	0	1,600	0	1,600	0
		7125 Subscriptions/Publications	395	177	270	0	0	270	0	0.0%	270	0	270	0	270	0
		7130 Seminars & Workshops	101	1,535	3,000	0	0	3,000	0	0.0%	3,000	0	3,000	0	3,000	0
		7200 Office Supplies	1,543	1,035	2,000	0	0	2,000	0	0.0%	2,000	0	2,000	0	2,000	0
		7201 Conferences	331	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7205 Computer Supplies	271	612	2,244	0	(1,244)	1,000	(1,244)	(55.4)%	1,000	0	1,000	0	1,000	0
		7210 Office Equip. & Furniture	0	0	3,000	(1,500)	0	1,500	(1,500)	(50.0)%	1,500	0	1,500	0	1,500	0
		7211 Computer Hardware/Software	0	0	5,000	(2,500)	1,244	3,744	(1,256)	(25.1)%	3,744	0	3,744	0	3,744	0
		7220 Copiers, Faxes and Supplies	3,943	6,773	6,740	0	0	6,740	0	0.0%	6,740	0	6,740	0	6,740	0
		7222 Printing	43	74	290	0	(290)	0	(290)	(100.0)%	0	0	0	0	0	0
		7226 Courier Services	89	149	300	0	0	300	0	0.0%	300	0	300	0	300	0
		7315 Vehicle Maintenance & Repairs	0	42	0	0	200	200	200	0.0%	200	0	200	0	200	0
		7415 Rental, Leases - Vehicles	30,132	8,356	9,396	0	0	9,396	0	0.0%	9,396	0	9,396	0	9,396	0
		7520 Professional Fees	16,190	37,647	35,000	0	1,850	36,850	1,850	5.3%	36,850	0	36,850	0	36,850	0
		7531 Service Contracts	61	24	0	0	100	100	100	0.0%	100	0	100	0	100	0
		7560 Gas/Diesel - Vehicles	5,369	3,246	5,060	0	(960)	4,100	(960)	(19.0)%	4,100	0	4,100	0	4,100	0
		7630 Wireless/Internet Commun.	647	483	1,020	0	(300)	720	(300)	(29.4)%	720	0	720	0	720	0
		7640 Cable Tv/Satellite	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7699 Sundry Expenses	886	2,264	2,000	0	(500)	1,500	(500)	(25.0)%	1,500	0	1,500	0	1,500	0
		7700 Chgs. from Othe Depts.	0	0	100	0	(100)	0	(100)	(100.0)%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>68,163</b>	<b>78,898</b>	<b>93,620</b>	<b>(5,250)</b>	<b>(750)</b>	<b>87,620</b>	<b>(6,000)</b>	<b>(6.4)%</b>	<b>87,620</b>	<b>0</b>	<b>87,620</b>	<b>0</b>	<b>87,620</b>	<b>0</b>
<b>Total City Manager</b>			<b>648,458</b>	<b>662,245</b>	<b>818,116</b>	<b>(77,228)</b>	<b>(750)</b>	<b>740,138</b>	<b>(77,978)</b>	<b>(9.5)%</b>	<b>742,995</b>	<b>2,857</b>	<b>746,554</b>	<b>3,559</b>	<b>750,112</b>	<b>3,558</b>

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

7010 - Full Time	Decrease due to reallocation of Corporate Asset Manager to Commissioner of Strategic & Corporate Services.
7017 - Benefits	Decrease in relation to salaries and budget guideline increases
7115 Training & Development	Decrease due to removal of 2014 ARR onetime expenses
7122 Cellular Telephones	Reallocated to Corporate Asset Management dept
7205 Computer Supplies	Reallocated to Computer Hardware/Software
7210 Office Equip. & Furniture	Decrease due to removal of 2014 ARR onetime expenses
7211 Computer Hardware/Software	Decrease due to removal of 2014 ARR onetime expenses, offset by reallocation from Computer Supplies

7222 Printing - Reallocated to various accounts





## Revenue and Expenditure Summary

### 2015 Operating Budget & 2016-18 Operating Plan

7222 Printing	Reallocated to various accounts
7315 Vehicle Maintenance & Repairs	Reallocated from various accounts
7520 Professional Fees	Reallocated from various accounts
7531 Service Contracts	Reallocated from various accounts
7560 Gas/Diesel - Vehicles	Reallocated to various accounts
7630 Wireless/Internet Commun.	Reallocated to various accounts
7699 Sundry Expenses	Reallocated to various accounts
7700 Chgs. from Othe Depts.	Reallocated to various accounts
<b>2016 Budget Variance Comments</b>	
7010 - Full Time	Increase due to pro-rated progression
7017 - Benefits	Increase in relation to salaries and budget guideline increases
<b>2017 Budget Variance Comments</b>	
7017 - Benefits	Increase in relation to salaries and budget guideline increases
<b>2018 Budget Variance Comments</b>	
7017 - Benefits	Increase in relation to salaries and budget guideline increases



CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*Executive Director*

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Actual Forecast 2014*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Executive Director</b>																
	<b>Labour Costs</b>															
		7010 Full Time	170,969	211,450	173,721	3,474	0	177,195	3,474	2.0%	177,195	0	177,195	0	177,195	0
		7017 Benefits	45,820	56,669	46,557	1,817	0	48,374	1,817	3.9%	49,260	886	50,501	1,241	51,741	1,240
		<b>Total Labour Costs</b>	<b>216,788</b>	<b>268,118</b>	<b>220,278</b>	<b>5,291</b>	<b>0</b>	<b>225,569</b>	<b>5,291</b>	<b>2.4%</b>	<b>226,455</b>	<b>886</b>	<b>227,696</b>	<b>1,241</b>	<b>228,936</b>	<b>1,240</b>
	<b>Other Expenses</b>															
		7100 Mileage	665	657	800	0	(100)	700	(100)	(12.5)%	700	0	700	0	700	0
		7103 407-ETR Toll Charges	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7105 Membership/Dues/Fees	419	1,384	2,200	0	(200)	2,000	(200)	(9.1)%	2,000	0	2,000	0	2,000	0
		7110 Meals & Meal Allowances	480	241	0	0	500	500	500	0.0%	500	0	500	0	500	0
		7115 Training & Development	0	0	0	0	500	500	500	0.0%	500	0	500	0	500	0
		7120 Telephone Charges	0	5	0	0	100	100	100	0.0%	100	0	100	0	100	0
		7122 Cellular Telephones	1,742	1,382	1,300	0	200	1,500	200	15.4%	1,500	0	1,500	0	1,500	0
		7125 Subscriptions/Publications	0	25	100	0	(100)	0	(100)	(100.0)%	0	0	0	0	0	0
		7130 Seminars & Workshops	36	2,779	3,800	0	(3,300)	500	(3,300)	(86.8)%	500	0	500	0	500	0
		7136 Special Events/Public	0	1,442	2,500	0	0	2,500	0	0.0%	2,500	0	2,500	0	2,500	0
		7200 Office Supplies	488	343	500	0	100	600	100	20.0%	600	0	600	0	600	0
		7201 Conferences	0	0	0	0	3,000	3,000	3,000	0.0%	3,000	0	3,000	0	3,000	0
		7211 Computer Hardware/Software	0	250	1,000	0	(500)	500	(500)	(50.0)%	500	0	500	0	500	0
		7220 Copiers, Faxes and Supplies	963	938	1,010	0	90	1,100	90	8.9%	1,100	0	1,100	0	1,100	0
		7226 Courier Services	0	0	0	0	60	60	60	0.0%	60	0	60	0	60	0
		7630 Wireless/Internet Commun.	62	438	0	0	650	650	650	0.0%	650	0	650	0	650	0
		7699 Sundry Expenses	2,892	652	1,500	0	(1,000)	500	(1,000)	(66.7)%	500	0	500	0	500	0
		7790 Trsf. to Expend. Res	(14,087)	(33,000)	(33,000)	33,000	0	0	33,000	(100.0)%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>(6,340)</b>	<b>(22,463)</b>	<b>(18,290)</b>	<b>33,000</b>	<b>0</b>	<b>14,710</b>	<b>33,000</b>	<b>(180.4)%</b>	<b>14,710</b>	<b>0</b>	<b>14,710</b>	<b>0</b>	<b>14,710</b>	<b>0</b>
<b>Total Executive Director</b>			<b>210,448</b>	<b>245,655</b>	<b>201,988</b>	<b>38,291</b>	<b>0</b>	<b>240,279</b>	<b>38,291</b>	<b>19.0%</b>	<b>241,165</b>	<b>886</b>	<b>242,406</b>	<b>1,241</b>	<b>243,646</b>	<b>1,240</b>

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

7010 - Full Time	Increase to due economic adjustments
7017 - Benefits	Increase in relation to salaries and budget guideline increases
7100 - Mileage / Car Allowance	Reallocated to various accounts
7105 - Memberships/Dues/Fees	Reallocated to various accounts
7110 Meals & Meal Allowances	Reallocated from various accounts
7115 Training & Development	Reallocated from various accounts
7120 Telephone Charges	Reallocated from various accounts
7122 Cellular Telephones	Reallocated from various accounts
7125 Subscriptions/Publications	Reallocated to various accounts
7130 - Seminars & Workshops	Reallocated to various accounts
7200 - Office Supplies	Reallocated from various accounts
7201 Conferences	Reallocated from various accounts
7211 - Computer Hardware	Reallocated to various accounts
7220 Copiers, Faxes and Supplies	Reallocated from various accounts
7226 Courier Services	Reallocated from various accounts
7630 Wireless/Internet Commun.	Reallocated from various accounts
7699 - Dept. Sundry Expenses	Reallocated to various accounts
7790 - Trsf. from Expend. Res	Decrease due to phasing out of transfer from Corp review reserve



## Revenue and Expenditure Summary

### 2015 Operating Budget & 2016-18 Operating Plan

#### ***2016 Budget Variance Comments***

7017 - Benefits	Increase due to benefit rate increase
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#### ***2017 Budget Variance Comments***

7017 - Benefits	Increase due to benefit rate increase
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#### ***2018 Budget Variance Comments***

7017 - Benefits	Increase due to benefit rate increase
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2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2015	Maintain/Growth	022-15-01	Administrative and Project Assistant to Executive Director	-0.7	98,156	10,134	0	108,290	0
	Maintain/Growth Total			-0.7	98,156	10,134	0	108,290	0
2015 Total				-0.7	98,156	10,134	0	108,290	0
Grand Total				-0.7	98,156	10,134	0	108,290	0



CITY OF VAUGHAN

# DRAFT 2015 BUDGET AND 2016-2018 PLAN

*Economic Development*

## 2015-2018 Business Plan

### Business Overview

#### **Service Statement:**

The City of Vaughan's Economic Development Department's service offerings are focused on attracting, nurturing and growing the economic activity across the City. The department's vision as articulated in the 10-Year Economic Development Strategy is:

To position the City of Vaughan as the gateway between the Greater Toronto Area (GTA) and a globalized, knowledge-based marketplace, as well as positioning the City as an incubator of talent, innovation and entrepreneurship rooted in a dynamic and creative economy with a world-class quality of life.

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

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

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

The services and programs offered by the department fall into the following core service categories:

- |   |                                |
|---|--------------------------------|
| • Business Investment and Attraction    | • Employment Zone Development  |
| • Business Retention and Growth Support | • Foreign Business Development |
| • Economic Cluster Development          | • Small Business Development   |

The Economic Development Department places additional focus on preparing for the future by taking the necessary steps to ensure that the "voice" of business is reflected in City policy and initiatives.

## 2015-2018 Business Plan

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

In the 10-Year Economic Development Strategy titled “Building a Gateway to Tomorrow’s Economy” four goals were identified to ensure the City achieves economic prosperity through the attraction of new investment, retention and growth of existing companies and overall enhanced quality of life. These main goals include:

1. Be the **gateway** of economic activity to the Greater Toronto Area.
2. **Incubate** and enable entrepreneurial activities.
3. Provide **best-in-class** economic development services for our stakeholders.
4. Grow Vaughan’s dynamic **quality of place** and creative economy.

Key outcomes and results expected from the successful implementation of the 10-Year Economic Development Strategy include:

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

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

Based on Vaughan Vision 20|20 the Economic Development Department will contribute towards achieving the following goals:

### 1. Manage Growth & Economic Well-Being

- Programs and services are focused on facilitating economic growth as well as ensuring future economic vitality through infrastructure, development policies, and labour force analyses.

### 2. Demonstrate Service Excellence

- The Department provides a variety of service designed to attract new businesses, maintain the existing employment base, and ensure economic growth and vitality in the future.

### 3. Preserve our Heritage & Support Diversity, Arts & Culture

- Staff members are dedicated to supporting a vibrant economy with a wide range of employment opportunities that foster and support the City’s creative community.

## 2015-2018 Business Plan

### Staffing Profile:

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

### Service Profile

#### Current Service State:

##### *Strengths*

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

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

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



## 2015-2018 Business Plan

### **Future Direction for the Service:**

#### ***Opportunities***

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

### **Financial Impact:**

Some of the impacts being experienced now or expected in the future and worth noting include the following:

- The Economic Development Department is in the final phase of a renewal and restructuring of roles and responsibilities, changes made in an effort to increase productivity and overall effectiveness at generating economic growth and increased customer service. During the transition period the department will experience increased resource pressures until all positions are filled and team is fully oriented.
- Approach to international business development has shifted to focus on working on pre-mission matchmaking, ongoing follow-up support programs, year round lead generation and making stronger in-market commitments in an effort to generate stronger results, which has an increased demand on both human and financial resources.
- Expanded service levels and program development scope has a direct impact on the demand for more resources.
- Unpredictability of the number and related expenses linked to the in-coming international business delegations.

# 2015-2018 Business Plan

## Work Plan

### Business Plan Objectives:

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

## 2015-2018 Business Plan

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

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<p><b>Sector Profile Research, Program Development &amp; Supporting Marketing Materials</b></p> <p>(Goal #2)</p>	<ul style="list-style-type: none"> <li>Market research, intelligence gathering and analysis.</li> <li>Creation of a high level sector profiles for each of the following sectors:               <ol style="list-style-type: none"> <li>Design and Building Products</li> <li>Professional, Scientific, Technical Services</li> <li>Creative Industries</li> <li>Advanced Manufacturing</li> <li>Transportation Logistics, Warehousing, Distribution</li> </ol> </li> <li>In-depth research, analysis and program development focused on the following sectors:               <ol style="list-style-type: none"> <li>Industrial Design and Building Products</li> <li>Creative Economy</li> <li>Advanced Manufacturing</li> </ol> </li> </ul>	<p>2014 (Q2)</p> <p>2014 – 2018</p> <p>2014 – 2015</p>	<ul style="list-style-type: none"> <li>Executive Director</li> <li>Planning Dept.</li> <li>Licensing Dept.</li> <li>Third Party Research Resources</li> <li>Province Government</li> <li>Federal Government</li> <li>Industry Specific Associations</li> <li>Vaughan Chamber of Commerce</li> <li>Academia</li> </ul>
<p><b>International Business Development Program</b></p> <p>(Goal #1 &amp; 3)</p>	<ul style="list-style-type: none"> <li>Establishment of an in-market presence/support network in the following countries:               <ul style="list-style-type: none"> <li>Italy</li> <li>Israel</li> </ul> </li> <li>Creation and implementation of a targeted international investment strategy focused on Italy, Israel, China and the United States.</li> <li>Establish relationship and strategic linkages with Delta, BC.</li> </ul>	<p>2014 – 2018</p>	<ul style="list-style-type: none"> <li>Mayor and Council</li> <li>Executive Director</li> <li>Corp. Comm. Dept.</li> <li>Italian Chamber of Commerce</li> <li>Global Linkages</li> <li>UJA Federation</li> <li>Canada Israel Chamber of Commerce</li> <li>Vaughan Chamber of Commerce</li> <li>VentureLAB</li> <li>York University</li> <li>Seneca College</li> <li>Centennial College</li> <li>OCAU</li> <li>Third Party Consultants</li> </ul>

## 2015-2018 Business Plan

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



## 2015-2018 Business Plan

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

## 2015-2018 Business Plan

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

## 2015-2018 Business Plan

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

## 2015-2018 Business Plan

### Business Performance

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

#### Key Performance Indicators:

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

## 2015-2018 Business Plan

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



## 2015-2018 Business Plan

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

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

## 2015-2018 Business Plan

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

The goal of Vaughan's Economic Development Strategy is to position Vaughan as a dynamic and growing City, situated on the leading edge of one of North America's most prosperous economic centres, to attract key investments, key people and key community assets in order to create a thriving, healthy economy rooted in a high quality of life. A number of indicators have been chosen to assess the City's performance:

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

Focused on generating results the Economic Development Department is deeply committed to engaging all external and internal stakeholders in the successful implementation of this business plan.

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**Department Head Sign-off****Date (mm/dd/yy)**

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**Commissioner Sign-off****Date (mm/dd/yy)**

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Actual Forecast 2014*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Economic and Business Develop.</b>																
	<b>Revenue</b>															
		3618 Dept. Misc. Revenues	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Revenue</b>	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
	<b>Labour Costs</b>															
		7010 Full Time	605,405	836,004	889,890	51,198	0	941,088	51,198	5.8%	963,575	22,487	979,100	15,525	984,027	4,927
		7012 Overtime	0	30	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7015 Part Time	32,093	23,685	34,928	161	0	35,089	161	0.5%	35,089	0	35,089	0	35,089	0
		7016 Full Time Contracts	(3,492)	2,780	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	165,394	226,409	241,966	18,531	0	260,497	18,531	7.7%	271,488	10,991	282,659	11,171	290,986	8,327
		7020 Benefits - FT Contract	(342)	277	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	799,057	1,089,185	1,166,784	69,890	0	1,236,674	69,890	6.0%	1,270,152	33,478	1,296,848	26,696	1,310,102	13,254
	<b>Other Expenses</b>															
		7060 PCard	0	106	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7100 Mileage	3,120	1,792	3,700	0	0	3,700	0	0.0%	3,700	0	3,700	0	3,700	0
		7105 Membership/Dues/Fees	9,221	8,888	7,125	0	3,077	10,202	3,077	43.2%	10,202	0	10,202	0	10,202	0
		7110 Meals & Meal Allowances	768	1,699	1,500	0	0	1,500	0	0.0%	1,500	0	1,500	0	1,500	0
		7113 Travel	69,446	0	0	0	40,000	40,000	40,000	0.0%	40,000	0	40,000	0	40,000	0
		7115 Training & Development	1	3,066	4,500	0	(1,000)	3,500	(1,000)	(22.2)%	3,500	0	3,500	0	3,500	0
		7122 Cellular Telephones	2,546	2,906	3,755	0	0	3,755	0	0.0%	3,755	0	3,755	0	3,755	0
		7125 Subscriptions/Publications	1,177	1,882	1,628	0	(1,128)	500	(1,128)	(69.3)%	500	0	500	0	500	0
		7130 Seminars & Workshops	2,189	6,134	2,856	0	0	2,856	0	0.0%	2,856	0	2,856	0	2,856	0
		7135 Advertising	16,370	25,246	45,882	0	0	45,882	0	0.0%	45,882	0	45,882	0	45,882	0
		7136 Special Events/Public	45,333	59,299	52,294	0	0	52,294	0	0.0%	52,294	0	52,294	0	52,294	0
		7140 Promotion & Education	26,168	31,616	42,371	0	0	42,371	0	0.0%	42,371	0	42,371	0	42,371	0
		7200 Office Supplies	4,583	3,081	3,850	0	0	3,850	0	0.0%	3,850	0	3,850	0	3,850	0
		7201 Conferences	651	210	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7205 Computer Supplies	176	389	1,000	0	(1,000)	0	(1,000)	(100.0)%	0	0	0	0	0	0
		7211 Computer Hardware/Software	3,603	3,046	4,700	(2,700)	0	2,000	(2,700)	(57.4)%	2,000	0	2,000	0	2,000	0
		7220 Copiers, Faxes and Supplies	6,745	7,617	8,100	0	1,000	9,100	1,000	12.3%	9,100	0	9,100	0	9,100	0
		7222 Printing	506	333	360	0	0	360	0	0.0%	360	0	360	0	360	0
		7226 Courier Services	391	270	373	0	0	373	0	0.0%	373	0	373	0	373	0
		7330 Materials & Supplies	10,334	7,627	8,000	0	0	8,000	0	0.0%	8,000	0	8,000	0	8,000	0
		7520 Professional Fees	162,291	134,551	101,550	0	(40,000)	61,550	(40,000)	(39.4)%	61,550	0	61,550	0	61,550	0
		7530 Outside Services	84,426	79,937	100,301	0	(949)	99,352	(949)	(0.9)%	99,352	0	99,352	0	99,352	0
		7630 Wireless/Internet Commun.	149	189	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7699 Sundry Expenses	911	587	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0	1,000	0
		7700 Chgs. from Othe Depts.	587	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7710 Internal Recoveries	0	(1,000)	(1,000)	0	0	(1,000)	0	0.0%	(1,000)	0	(1,000)	0	(1,000)	0
		7790 Trsf. to Expend Res	(51,700)	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	399,993	379,472	393,845	(2,700)	0	391,145	(2,700)	(0.7)%	391,145	0	391,145	0	391,145	0
<b>Total Economic and Business Develop.</b>			1,199,050	1,468,657	1,560,629	67,190	0	1,627,819	67,190	4.3%	1,661,297	33,478	1,687,993	26,696	1,701,247	13,254

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

7010 - Full time	Increase due to progression of \$25K, economic adjustments of \$18K and job evaluation \$7.5K
7015 - Part time	Increase to due economic adjustments
7017 - Benefits	Increase in relation to salaries and budget guideline increases
7105 Membership/Dues/Fees	Reallocated from various accounts
7113 Travel	Reallocated from Professional Fees
7115 Training & Development	Reallocated to Memberships and Copiers, Faxes and Supplies



## Revenue and Expenditure Summary

### 2015 Operating Budget & 2016-18 Operating Plan

7125 Subscriptions/Publications	Reallocated to Memberships and Copiers, Faxes and Supplies
7205 Computer Supplies	Reallocated to Memberships and Copiers, Faxes and Supplies
7211 Computer Hardware/Software	Reallocated to Memberships and Copiers, Faxes and Supplies
7220 Copiers, Faxes and Supplies	Reallocated from various accounts
7520 Professional Fees	Reallocated to Travel
7530 Outside Services	Reallocated to Memberships and Copiers, Faxes and Supplies

#### ***2016 Budget Variance Comments***

7010 - Full time	Increase due to pro-rated progression
7017 - Benefits	Increase in relation to salaries and budget guideline increases

#### ***2017 Budget Variance Comments***

7010 - Full time	Increase due to pro-rated progression
7017 - Benefits	Increase in relation to salaries and budget guideline increases

#### ***2018 Budget Variance Comments***

7010 - Full time	Increase due to pro-rated progression
7017 - Benefits	Increase in relation to salaries and budget guideline increases



CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*Corporate Communications*



## 2015-2018 Business Plan

### Business Overview

#### Service Statement:

The City of Vaughan's Corporate Communications Department provides strategic communications products, services and advice that inform and engage the City's stakeholders; manages corporate protocols; and facilitates internal communications. The department's vision is to:

Position the City of Vaughan as a two-way communications organization - internally and externally – by engaging our citizens and measuring our effectiveness in communication to ensure a broader awareness and understanding of City programs and services.

There are four core principles that guide the delivery of the services provided by Corporate Communications and link with the goals, objectives and action items within the department:

1. **Consistency:** Communication is consistent, constant and accurately promotes the Vaughan brand
2. **Citizen-focused communications:** Communication is interactive, engaging, conveyed in plain language, and delivered in a manner that best meets the needs of the citizens.
3. **Continuous improvement and feedback:** Communication is informed, measured and always refined by research and feedback.
4. **Support the Corporate Culture:** Communication is driven internally by values and standards and is a responsibility of all employees while being led by Corporate Communications.

#### Core Activities:

The role of Corporate Communications is to provide strategic communications products, services and advice to the Corporation that enable stakeholders to be engaged and well-informed. Core activities fall into the following categories:

- eCommunications: social media, website, multi-media
- Media Relations: Issues/news tracking, media releases, key message development
- Marketing and Advertising: Branding, corporate advertising, photography management, creative design
- Strategic communications: internal communications, protocols, mayor and council communications, key project support

#### Key Outcomes & Results:

There are clear goals that drive key outcomes and results of this business plan and link to the overall corporate communications strategy.

The goals within the Corporate Communications Strategy are:

- **Lead:** Employ the right blend of best practices and innovative communication methods to become a leader in municipal communications.
- **Engage:** Promote citizen participation – both online and off.
- **Action:** Take a proactive and efficient approach to communicating the Vaughan story to our stakeholders.
- **Position:** Position Vaughan as an emerging world-class city by building an effective, accessible system of two-way communications between City officials, stakeholders and residents.

Based on industry best practices, market research and current communication trends, as well as input from internal and external stakeholders, the Communications Strategy outlines a new vision, framework and plan that will guide the communications function at the City of Vaughan for the next two years.

## 2015-2018 Business Plan

Key outcomes and results expected from the successful implementation of the Corporate Communications Strategy include:

- Develop an internal communications campaign to promote the new communications vision and standards
- Deploy a City Manager's Communications Plan to support the internal communications campaign
- Develop and employ a measurement program to ensure the Communications vision and goals are continually evaluated
- Employ a team approach within communications, and use these cross-functional teams to support internal clients/departments.
- Develop a proper intake process to better manage projects and find efficiencies
- Align common strategic messaging by providing consistent key messages, templates and tools
- Establish common "look and feel" elements to ensure one City voice
- Use plain language standards in City-wide information
- Develop a more robust and comprehensive social media strategy to further enhance our social media tools and engage more users
- Establish an Internal Communications Steering Committee with reps/ambassadors from each department
- Manage a more robust and proactive media relations plan
  - Expand current practices to develop a strategy to be more proactive
  - Identify "Subject experts" in each department and fully media train/support these individuals
  - Enhance the media clipping service to include more analysis and broader reach
- Develop more "memorable" and "engaging" communications by using innovative and creative means
- Develop a Vaughan Mobile App that can be used as a tool internally and externally
- Develop a multi-cultural communications strategy to better reach our diverse community
- Develop a "Channel Strategy" that clearly outlines preferred City communication channels/formats for different audiences
- Develop a comprehensive advertising strategy

### Link to Vaughan Vision 2020:

1. Demonstrate Effective Leadership
  - Provide effective strategic messaging and two-way communication between the City and stakeholders
2. Ensure a High Performing Organization
  - Ensure that online content is current, written in plain language and portrays the City brand
3. Demonstrate Excellence in Service Delivery
  - Enable stakeholders to be engaged, educated, and well-informed

### Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2013	2014 Base	2015	2016	2017	2018
Full Time	8	9	2			
Part Time	0					
Overtime	0					

## 2015-2018 Business Plan

### Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- **Strategic Communications**
  - Ensure all communications are consistent, constant and correctly promote the Vaughan brand
  - Citizen-focused communications are interactive, engaging, conveyed in plain language and packaged in a vehicle that best meets the needs of citizens
  - Communication is informed, measured and always refined by research and feedback
  - In support of the corporate culture, internal communications is driven by values and standards and is a responsibility of all employees, while being led by Corporate Communications
- **Positioning the Department**
  - Allocate resources effectively to maximize benefits of new communication vehicles
  - Establish multimedia expertise within the department
  - Be leaders in municipal communications and establish communications standards and methodologies for use throughout the Corporation

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- **Resources**
  - Realign resources and functions within the department to meet current and future requirements
  - Develop a process for 24/7 communications
  - Social media and eCommunications are expanding at a very quick pace. It is becoming more challenging to keep up with this pace with current resource levels.
- **External Communications**
  - Improve community engagement through effective communications with residents and businesses
  - Maintain updated information files on City programs and initiatives
  - Proactively promote media coverage of City programs and initiatives
- **Technology**
  - Reach more residents through e-communications, including e-newsletters and social media
  - Balance the use of new and traditional vehicles for delivering information
  - Continue to improve the content and presentation on the City's new website

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future. Some of the impacts being experienced now or expected in the future worth noting include the following:*

- Positioning the department to provide in-house photography management, videography, web editing and development, and multimedia capabilities. Requires resources and skill set to meet service standards.
- Resources will be required for the full implementation of the communications strategy in the areas of social media, proactive media relations and internal communications.
- As technology and communications trends quickly change on an annual basis, resources will be needed to keep up and be municipal leaders.

## 2015-2018 Business Plan

### Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2014 Initiatives</b>			
Employ the right blend of best practices and innovative communication methods to become a leader in municipal communications	Develop a Communications Strategy for the City of Vaughan that will serve as a model of how best to support the delivery of two-way communications between the City of Vaughan and its citizens.	Q1	N/A
	Expand the use of videography and photography	Q2	
Promote citizen participation – both online and off	Develop a comprehensive social media strategy to further enhance our social media tools and engage more users	Q1	ARR for website content management recognized for 2016, however, require resource to be moved to 2014.
	Develop a Vaughan Mobile App that can be used as a tool internally and externally	Q2	
Effectively inform and engage City stakeholders	Manage a more robust and proactive media relations plan: <ul style="list-style-type: none"> <li>- <i>Expand current practices to develop a strategy to be more proactive</i></li> <li>- <i>Identify “Subject experts” in each department and fully media train/support these individuals</i></li> <li>- <i>Enhance the media clipping and tracking service to include more analysis and broader reach</i></li> </ul>	Q2	N/A
	Implement the Internal Communications Strategy with all City departments	Q1	Production costs for support materials
	Establish an Internal Communications Steering Committee with reps/ambassadors from each department	Q1	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Position Vaughan as an emerging world-class city by building an effective, accessible system of two-way communications between City officials, stakeholders and residents	Develop a strategy to promote a consistent City brand	Q4	Possible stakeholder surveys
	Establish new mechanisms to facilitate and promote two-way communication, as identified in the Communications Strategy	Q1	
	Develop a comprehensive advertising strategy	Q4	
<b>2015 Initiatives</b>			
Employ the right blend of best practices and innovative communication methods to become a leader in municipal communications	Develop a 5-Year Communications Master plan that will build on the successes of the 2-year Communications Strategy	Q4	
Promote citizen participation – both online and off	Expand web-based communications to include more interactive features <i>- increase the use of multimedia such as video</i> <i>- expand mobile apps</i> <i>- improve notification practices</i>	Q1	Recommended ARR for Website Content Management
Take a proactive and efficient approach to communicating the Vaughan story to our stakeholders	Develop corporate-wide standards for communicating with residents, including plain language guidelines <i>- implement a strategy to use the best communications channels for specific audiences</i>	Q1	
Position Vaughan as an emerging world-class city by building an effective, accessible system of two-way communications between City officials, stakeholders and residents	Build a corporate marketing strategy for the City <i>- focus on multicultural initiatives that reach our diverse community</i>	Q4	



## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2016 Initiatives</b>			
Employ the right blend of best practices and innovative communication methods to become a leader in municipal communications	Implement the 5-year Communications Master plan	Q1	
Promote citizen participation – both online and off	Expand web-based communications to include more interactive features	Q1	
Effectively inform and engage City stakeholders	Promote two-way communications and implement a community engagement strategy corporate-wide		
Position Vaughan as an emerging world-class city by building an effective, accessible system of two-way communications between City officials, stakeholders and residents	Develop a Brand Strategy that will look at enhancing the brand and building on the image of Vaughan through the end of 2020	Q1	
<b>2017 Initiatives</b>			
Employ the right blend of best practices and innovative communication methods to become a leader in municipal communications			
Promote citizen participation – both online and off			
Effectively inform and engage City stakeholders			
Position Vaughan as an emerging world-class city by building an effective, accessible system of two-way communications			

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
between City officials, stakeholders and residents			
<b>2018 Initiatives</b>			
Employ the right blend of best practices and innovative communication methods to become a leader in municipal communications			
Promote citizen participation – both online and off			
Effectively inform and engage City stakeholders			
Position Vaughan as an emerging world-class city by building an effective, accessible system of two-way communications between City officials, stakeholders and residents			

## 2015-2018 Business Plan

### Business Performance

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

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

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

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Number of stories published on Vaughan initiatives, programs and events	3129	3088	3680	2260	1950	1288
<i>Tonality of Media Stories:</i> % of positive/neutral stories; ratio of positive to negative stories*						Pos: 22% Neut: 76% Neg: 2%
NOTE: Several local publications ceased operations or reduced frequency in 2012, 2013 and 2014						
<b>EFFECTIVENESS: How well do we do it?</b>						
% of Media stories generated by City-issued news releases, pitches, PSAs and media advisories		326	479	420	155 NR: 93% Pitch: 7%	191 NR: 85% Pitch: 15%
# of Corporate website visits*	1,531,800	1,036,058	1,222,317	1,450,000	1,066,575	1,500,000
Pages per visit					3.34	
Average visit duration (in minutes)					2.50	

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
# of Twitter followers*			435	438	2,726	7,000
# of Facebook Likes*		47	265	494	993	2,500
# of YouTube views*		17	718	9,455	25,324	50,000
# of Blog views					1,603	5,000
# of subscribers to the City's eNewsletter*				6362	8,590	13,000
<b>SERVICE QUALITY: Is anyone better off?</b>						
% Projects requested by clients in which Corporate Communications' advice is sought prior to the project beginning					# of comm plans produced for City departments and projects = 12	# of comm plans produced for City departments and projects = 20
% of clients surveyed who report that Corporate Communications has been helpful in delivering required information to targeted audience					100% indicated helpful in delivering information in a timely manner	100% indicated helpful in delivering information in a timely manner
Clients' rating on Corporate Communication services					Exc: 80% Good: 20%	Exc: 90% Good: 10%

## 2015-2018 Business Plan

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

Considerable progress has been made in delivering more effective communications to the City's stakeholders with the first year implementation of the Corporate Communications Strategy, *The Way Forward*. In 2014, the department won three APEX Awards for communications excellence:

1. In the category of Government Campaigns, Programs & Plans, our new Corporate Communications Strategy – The Way Forward – won for best plan
2. In the category of Electronic Media, Apps, our internal app (Corp Comm Connects), which includes our daily news clippings, won for best app
3. In the category of Best Single Blog Post, our blog post highlighting the interview with Vaughan Veteran John Thompson won for best blog

### 2013 Successes:

- Produced first ever comprehensive corporate communications strategy
- New concept and design developed for the annual Momentum Report
- Expanded the content and subscriber base to the corporate social media accounts
- Proactively promoted the City's success story to the media
- Expanded the multimedia capabilities of the department, including video production

For 2014, Corporate Communications has expanded measurement and established key indicators to track the impact and success of the department's activities within the Corporate Communications Strategy. These will be incorporated into the 5-year Communications Master Plan to be completed in Q4 2015. For the 2016 business plan, the department will expand the statistical base for each measurement category and provide an analysis of how it relates to the new strategic communications plan.

Performance measurements are being collected for several main activities. The effectiveness of the City's media relations is being measured by tracking the percentage of all Vaughan stories that are generated by a City source. Increasing the number of visitors to the City website will be a key indicator that City communications are reaching a larger audience. An overall increase in community engagement will be achieved through proactive communications that generate an increase in subscribers to corporate social media channels and the City's eNewsletter.

For internal stakeholders, the level of communications support for City departments leading major initiatives and programs is being tracked. In addition, there is a focused effort to improve the reach and effectiveness of internal communications.





# Corporate Communications

## 2015-2018 Business Plan

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**Department Head Sign-off**

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

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**Commissioner Sign-off**

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

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Actual Forecast 2014*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Corporate Communications</b>																
	<b>Labour Costs</b>															
		7010 Full Time	725,943	757,428	783,793	47,966	0	831,759	47,966	6.1%	851,244	19,485	861,383	10,139	863,435	2,052
		7012 Overtime	0	646	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7015 Part Time	0	12,185	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7016 Full Time Contracts	46,787	29,827	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	197,947	210,432	236,276	(9,207)	0	227,069	(9,207)	(3.9)%	236,646	9,577	245,494	8,848	252,123	6,629
		7020 Benefits - FT Contract	4,585	2,968	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>975,261</b>	<b>1,013,486</b>	<b>1,020,069</b>	<b>38,759</b>	<b>0</b>	<b>1,058,828</b>	<b>38,759</b>	<b>3.8%</b>	<b>1,087,890</b>	<b>29,062</b>	<b>1,106,877</b>	<b>18,987</b>	<b>1,115,558</b>	<b>8,681</b>
	<b>Other Expenses</b>															
		7060 PCard	0	2,624	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7100 Mileage	936	1,189	2,530	0	(1,330)	1,200	(1,330)	(52.6)%	1,200	0	1,200	0	1,200	0
		7105 Membership/Dues/Fees	991	2,861	1,499	0	501	2,000	501	33.4%	2,000	0	2,000	0	2,000	0
		7110 Meals & Meal Allowances	2,223	1,381	1,602	0	0	1,602	0	0.0%	1,602	0	1,602	0	1,602	0
		7115 Training & Development	0	4,651	4,365	0	0	4,365	0	0.0%	4,365	0	4,365	0	4,365	0
		7122 Cellular Telephones	1,112	4,128	0	0	5,088	5,088	5,088	0.0%	5,088	0	5,088	0	5,088	0
		7125 Subscriptions/Publications	3,992	5,664	3,444	0	0	3,444	0	0.0%	3,444	0	3,444	0	3,444	0
		7130 Seminars & Workshops	487	352	1,405	0	0	1,405	0	0.0%	1,405	0	1,405	0	1,405	0
		7135 Advertising	43,620	49,290	66,961	0	(10,000)	56,961	(10,000)	(14.9)%	56,961	0	56,961	0	56,961	0
		7200 Office Supplies	4,940	4,930	4,806	0	0	4,806	0	0.0%	4,806	0	4,806	0	4,806	0
		7205 Computer Supplies	602	223	575	0	0	575	0	0.0%	575	0	575	0	575	0
		7210 Office Equip. & Furniture	684	812	1,027	0	0	1,027	0	0.0%	1,027	0	1,027	0	1,027	0
		7211 Computer Hardware/Software	12,265	9,094	11,024	0	7,662	18,686	7,662	69.5%	18,686	0	18,686	0	18,686	0
		7220 Copiers, Faxes and Supplies	8,101	6,870	8,254	0	(3,262)	4,992	(3,262)	(39.5)%	4,992	0	4,992	0	4,992	0
		7222 Printing	33,138	55,444	62,642	0	(1,842)	60,800	(1,842)	(2.9)%	60,800	0	60,800	0	60,800	0
		7520 Professional Fees	36,807	9,617	17,564	0	10,000	27,564	10,000	56.9%	27,564	0	27,564	0	27,564	0
		7630 Wireless/Internet Commun.	5,016	2,417	7,942	0	(7,317)	625	(7,317)	(92.1)%	625	0	625	0	625	0
		7640 Cable Tv/Satellite	0	230	905	0	0	905	0	0.0%	905	0	905	0	905	0
		7699 Sundry Expenses	84	493	0	0	500	500	500	0.0%	500	0	500	0	500	0
		7790 Trsf. to Expend Res	(23,334)	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>131,662</b>	<b>162,271</b>	<b>196,545</b>	<b>0</b>	<b>0</b>	<b>196,545</b>	<b>0</b>	<b>0.0%</b>	<b>196,545</b>	<b>0</b>	<b>196,545</b>	<b>0</b>	<b>196,545</b>	<b>0</b>
<b>Total Corporate Communications</b>			<b>1,106,923</b>	<b>1,175,757</b>	<b>1,216,614</b>	<b>38,759</b>	<b>0</b>	<b>1,255,373</b>	<b>38,759</b>	<b>3.2%</b>	<b>1,284,435</b>	<b>29,062</b>	<b>1,303,422</b>	<b>18,987</b>	<b>1,312,103</b>	<b>8,681</b>

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

7010 - Full Time	Increase due to administrative correction of a 2014 ARR, progression of \$15K and eco. adjustment of \$4K
7017 - Benefits	Decrease due to administrative correction of a 2014 ARR, offset by an increase in relation to salaries and budget guideline increases
7100 Mileage	Reallocated to various accounts
7105 Membership/Dues/Fees	Reallocated from various accounts
7122 Cellular Telephones	Reallocated from various accounts
7135 - Advertising/Branding	Reallocated to Professional Fees
7211 Computer Hardware/Software	Reallocated from various accounts
7220 Copiers, Faxes and Supplies	Reallocated to various accounts
7222 Printing	Reallocated to various accounts
7520 Professional Fees	Reallocated from Advertising
7630 Wireless/Internet Commun.	Reallocated to various accounts
7699 Sundry Expenses	Reallocated from various accounts



## Revenue and Expenditure Summary

### 2015 Operating Budget & 2016-18 Operating Plan

#### ***2016 Budget Variance Comments***

7010 - Full Time

Increase due to pro-rated progression

7017 - Benefits

Increase in relation to salaries and budget guideline increases

#### ***2017 Budget Variance Comments***

7010 - Full Time

Increase due to pro-rated progression

7017 - Benefits

Increase in relation to salaries and budget guideline increases

#### ***2018 Budget Variance Comments***

7010 - Full Time

Increase due to pro-rated progression

7017 - Benefits

Increase in relation to salaries and budget guideline increases

2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2015	Maintain/Growth	126-15-01	Graphic Arts Coordinator	1.0	94,589	1,050	0	95,639	0
		126-16-01	Communications Specialist, Website Content Management	1.0	89,622	800	4,000	0	94,422
	Maintain/Growth Total			2.0	184,211	1,850	4,000	95,639	94,422
2015 Total				2.0	184,211	1,850	4,000	95,639	94,422
Grand Total				2.0	184,211	1,850	4,000	95,639	94,422



CITY OF VAUGHAN

# DRAFT 2015 BUDGET AND 2016-2018 PLAN

*Recreation*



## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

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

The Recreation & Culture Department is committed to providing quality recreation activities, community space, and cultural programs and events in an accessible, equitable and efficient manner. The Department strives to provide a variety of basic, value-added, and premium recreational and cultural programs that promote health, wellness and active living for all ages.

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

1. Provide access to programs and services for citizens to enhance their leisure opportunities and quality of life.
2. Continuously improve the range and quality of programs and services provided, in a cost effective manner.
3. Collaborate with community stakeholders and other levels of government to deliver services that meet the needs of a diverse community.

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

1. Demonstrate Excellence in Service Delivery
  - Staff members provide a range of basic, value-added, and premium programming for all citizens. Additionally, the Department is responsible for maintaining service quality at community centres and other city-owned recreational facilities
2. Promote Community Safety, Health & Wellness
  - The Department promotes community health, wellness and active living for all ages through its diverse recreational programming and services across the City.
3. Preserve our Heritage and Support Diversity, Arts & Culture
  - Partnerships with community organizations and groups assist the Department with delivering a wide array of cultural programs to support diversity, arts and culture.
4. Ensure Financial Sustainability
  - The Department manages program and service costs in a sustainable and user-friendly manner while pursuing cost recovery.

## 2015-2018 Business Plan

### **Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

#### **Recreation:**

			Additional Resource Requests			
	2013	2014 Base	2015	2016	2017 <sup>1</sup>	2018
Full Time	86	86	2.75		4	
Part Time	214.39	206.62	0.69		1.6	
Overtime <sup>2</sup>	\$6,280	\$58,928				

#### **Culture:**

			Additional Resource Requests			
	2013	2014 Base	2015	2016	2017	2018
Full Time	7	7		1		
FT-Contract	2	2				
Part Time	9.90	11.33				
Overtime	\$2,715	\$2,715				

#### **Events:**

			Additional Resource Requests			
	2013	2014 Base	2015	2016	2017	2018
Full Time	3	3				
Part Time	2.06	2.06				
Overtime						

<sup>1</sup> 2017 ARR's for Full Time and Part Time staff are a result of the expected opening of Block 11 Community Centre

<sup>2</sup> 2014 onwards, increases to Overtime are strictly due to the inclusion of Statutory Holiday Pay for Family Day and Boxing Day

## 2015-2018 Business Plan

### Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Service Delivery
  - The Department programs and permits a wide range of facilities and services (community centres, soccer fields, baseball diamonds, etc.) to meet the diverse needs of citizens
  - There is a high number of community services provided per capita
  - Benchmarking analysis of user fees has identified that Vaughan's fees are generally higher than municipal comparators (Youth & Seniors excepted)
  - 2013 update of the *Active Together Master Plan* identifies future service and programming needs
- Resources
  - The Department maintains high cost-recovery without negatively impacting service delivery
  - Although the City operates and maintains larger parks, these facilities are not always conducive to large scale events due to a lack of necessary amenities such as parking, washroom facilities, electrical, and indoor structures.

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Service Delivery
  - Explore the development of Neighbourhood Hubs in future intensification and growth areas in the City
  - Shift from structured to unstructured activities: decline in some organized sports for youth; opportunity for shorter term programs and workshops
  - Opportunities may result from Program Management Review conducted by Innovation and Continuous Improvement
  - Offer niche programming via private program partners.
- Resources
  - *Active Together Master Plan* 2013 update has identified greater financial requirements for infrastructure to meet service level and growth recommendations
  - There is a decline in elementary school enrolment in some areas
  - Creating new sources of funding such as advertising and sponsorship opportunities
  - Find ways to mitigate operating costs via revenues generated from continuous improvement initiatives such as the expansion of partnerships and leases
  - Balance between basic, value-added and premium program require ongoing assessment to ensure that the service needs of citizens are met (forms part of Recreation User Fee and Pricing Model Update Q3/Q4)
  - The implementation of new operating policies and procedures (i.e. PCI & Insurance) putting constraints on current resource base; including review, compliance and adherence to business processes
- External Environment
  - Demographic changes (e.g. aging areas and an aging population, new Canadian population) will affect service demand
  - Attitudinal changes in youth segment
  - Changing communication and marketing tools (social media)
  - Increased focus on risk management at City-owned facilities
  - Facility improvements not meeting timelines due to unknown implications of aging infrastructure at city-owned facilities (i.e. Thornhill Outdoor Pool, tennis courts), which impact programs
  - Declining concession/snack bar revenues and under-utilized snack bar space due to a shift in trends
  - Full-day kindergarten rollout continues to impact preschool programs
  - Inclement weather during the winter has caused some significant delays to football, rugby and soccer

## 2015-2018 Business Plan

seasons due to poor field conditions

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Pursue alternative funding streams in the future to reduce fee burdens
- Providing adequate service levels to the Vaughan Metropolitan Centre and other intensification areas will require greater planning and more resources
- Growing private sector competition offering similar programs at competitive prices may impact participation levels
- Completion of some key items from strategies or master plans are contingent on funding as part of the annual budget deliberations

## 2015-2018 Business Plan

### Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2014 Initiatives</b>			
Provide access to programming, services, and facility space for all stakeholders	Implement recommendations resulting from the <i>Active Together Master Plan</i> review	Q1-Q4	no
Support diversity, arts and culture through partnerships with community stakeholders	Implement recommendations of the <i>Creative Together Plan</i> : expand arts and culture initiatives and programs through events and exhibitions	Q1-Q4	no
	Implement recommendations of the <i>Diversity Strategy</i> : Integrate activities showcasing culture and tradition of diverse groups, develop programs that facilitate cultural expression and participation, etc.	Q1-Q4	no
<b>2015 Initiatives</b>			
Provide access to programming, services, and facility space for all stakeholders	Implement recommendations resulting from <i>Active Together Master Plan</i> review: consider low-risk municipal participation in a community partnership for a seasonal indoor tennis facility; encourage partnerships in the provision and delivery of programs and services; pursue “age-friendly” recognition for the City from the World Health Organization.	Q1-Q4	no
	Pursue implementation of approved recommendations for MacMillan Farm	Q1-Q4	no
	Re-opening of the expanded Father Ermano Bulfon Fitness Centre, which will include a new cycling room and new change rooms; the pool area will be updated to include new male, female and family change rooms; and, a new activity room will be added	Q2	no



## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Based on emerging trends, finalize and implement the draft 2013 update to the <i>Youth Strategy</i> and develop an Older Adult Strategy (pending funding)	Q2-Q4	yes
	Develop a model to repurpose underutilized concession space at community centres	Q1-Q4	no
Support diversity, arts and culture through partnerships with community stakeholders	Implement recommendations of the <i>Creative Together Plan</i> : review and assess current cultural funding opportunities, pending funding approval; create civic spaces inventory for Public Art and new programming opportunities	Q1-Q4	\$60K for study
	Implement recommendations of the <i>Diversity Strategy</i> : continue to integrate activities showcasing culture and tradition of diverse groups, develop programs that facilitate cultural expression and participation, etc.	Q1-Q4	no
	Development of a city-wide <i>Events Strategy</i> (pending capital funding)	Q1-Q4	yes
	Development of a <i>Community Development Strategy</i> (pending capital funding)	Q1-Q4	yes
	Development of background study for the City-wide Public Art Policy	Q1-Q4	no
<b>2016 Initiatives</b>			
Provide access to programming, services, and facility space for all stakeholders	Implement recommendations resulting from <i>Active Together Master Plan</i> review: identify potential sites for community gardening; plan for the opening of Block 11 Community Centre	Q1-Q4	no
	Implement recommendations resulting from the <i>Youth Strategy Update</i> .	Q1-Q4	no
Support diversity, arts and culture through partnerships with community stakeholders	Implement recommendations of the <i>Creative Together Plan</i> : implement an art integration program in civic spaces	Q1-Q4	no

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Implement recommendations resulting from the <i>Events Strategy</i> .	Q1-Q4	no
<b>2017 Initiatives</b>			
Provide access to programming, services, and facility space for all stakeholders	Implement recommendations resulting from <i>Active Together Master Plan</i> review: pursue partnerships with community agencies in areas with below-average access to community centres	Q1-Q4	no
	Open Block 11 Community Centre.	Q4	yes – ARR's for Full Time and Part Time staff
	Implement recommendations resulting from the <i>Youth Strategy Update</i> .	Q1-Q4	no
	Implement recommendations resulting from the <i>Older Adult Strategy</i> .	Q1-Q4	no
Support diversity, arts and culture through partnerships with community stakeholders	Implement recommendations of the <i>Creative Together Plan</i> : develop a community outreach and engagement strategy for Arts & Culture groups and artists	Q1-Q4	no
	Implement recommendations resulting from the <i>Events Strategy</i> .	Q1-Q4	no
<b>2018 Initiatives</b>			
Provide access to programming, services, and facility space for all stakeholders	Undertake a comprehensive five-year review and update of the 2013 <i>Active Together Master Plan</i>	Q1-Q4	yes
	Implement recommendations resulting from the <i>Older Adult Strategy</i> .	Q1-Q4	no
	Implement recommendations resulting from the <i>Youth Strategy Update</i> .	Q1-Q4	no
Support diversity, arts and culture through partnerships with community stakeholders	Implement recommendations of the <i>Creative Together Plan</i> : encourage the participation of cultural sector representatives	Q1-Q4	no
	Implement recommendations resulting from the <i>Events Strategy</i> .	Q1-Q4	no

## 2015-2018 Business Plan

### Business Performance

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

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

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

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Net Operating & Cost Recovery - <b>Budget</b>	\$-1,301,950; 91.9%	\$-1,206,994; 93.2%	\$-951,027; 94.7%	\$-1,527,260; 92.1%	\$-1,650,806; 91.7%	\$-1,233,370; 93.9%
Net Operating & Cost Recovery - <b>Actuals</b>	\$-811,690; 95.0%	\$-1,466,082; 91.8%	\$-1,080,836; 94.2%	\$-786,414; 95.8%	\$-1,222,624; 93.7%	\$-1,598,156 92.0%
Community Centre Traffic Counts	N/A	3,686,485	3,893,299	3,971,164	4,104,321	4,131,599
Number of Community Service Organizations (CSO)*	N/A	N/A	N/A	N/A	254	266
Number of recreational programs delivered by 3 <sup>rd</sup> party partnerships	102	119	152	269	301	340
Subsidies - Number funded & corresponding subsidy value	# funded: 410 \$ funded: 152,576	# funded: 557 \$ funded: 157,721	# funded: 906 \$ funded: 220,933	# funded: 1,196 \$ funded: 297,497	# funded: 1,712 \$ funded: 354,531	# funded: 1,809 \$ funded: 364,525
Number of events (excludes Culture)*	60	43	46	42	41	45
Number of	Over 20,000	Over 21,000	Over 22,000	Over 24,000	Over 25,000	Over 30,000

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
participants at Events (excludes Arts and Culture)*						
Number of Recreation and Culture programs offered*	7,834	8,451	9,286	9,322	9,342	9,362
Number of groups supported by the Fairs & Festivals Support Program*	4	3	6	9	10	10
Sponsorship raised for Vaughan Celebrates Program	\$105,699	\$130,400	\$134,100	\$176,250	\$152,750	\$194,500
Number of Sponsors	19	26	-22	33	28	25
Volunteerism*	Events – 205 Programs - 46	Events – 261 Programs - 76	Events – 261 Programs - 198	Events – 198 Programs - 209	Events – 189 Programs – 380	Events – 192 Programs – 425
Number of Arts and Culture events	25	26	40	46	50	55
Number of participants in Arts and Cultural events	4,000	6,000	8,000	10,000	14,000	14,200
<b>EFFECTIVENESS: How well do we do it?</b>						
Program Fill Rate (Avg)*	76%	74%	77%	78%	77%	77%
% of Programs with Waiting Lists (Avg)	19%	20%	21%	19%	19%	19%
Ratio of In-Person to Self-Serve Registration-related transactions	Counter: 58% Electronic: 42%	Counter: 60% Electronic: 40%	Counter: 60% Electronic: 40%	Counter: 59% Electronic: 41%	Counter: 57% Electronic: 43%	Counter: 52% Electronic: 48%
Facility Utilization Rate (peak hours)	87%	85%	86%	87%	87%	86%
City Playhouse Utilization Rate*	71%	74%	72%	73%	81%	82%
<b>SERVICE QUALITY: Is anyone better off?</b>						
Customer Satisfaction Level on Program	Prog: 95% Staff: 95%	Prog: 94% Staff: 95%	Prog: 94% Staff: 94%	Prog: 95% Staff: 96%	Prog: 97% Staff: 97%	Prog: 95% Staff: 95%

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
Delivery						
Level of Satisfaction and importance on Recreation and Facilities Services (Citizen Survey Results)	N/A	N/A	Satisfaction: 86% Importance: 92%	Satisfaction: 85% Importance: 91%	N/A	N/A

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

Overall, the department continues to strive towards a 95% cost recovery rate of its direct expenses, while maintaining strong customer satisfaction rates and increasing event and program offerings. The department will continue to reassess its programming options, the impact of user fees and optimizing utilization rates.

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**Department Head Sign-off**

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

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**Commissioner Sign-off**

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



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Actual Forecast 2014*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Recreation</b>																
	<b>Revenue</b>															
		3564 Vending Commissions	46,635	50,906	51,000	0	0	51,000	0	0.0%	51,000	0	51,000	0	51,000	0
		3576 Taxable Sales-Postage Fees	1,100	1,318	1,250	0	0	1,250	0	0.0%	1,250	0	1,250	0	1,250	0
		3586 Rents and Concessions	4,273,190	4,695,411	4,464,600	105,300	0	4,569,900	105,300	2.4%	4,622,858	52,958	4,900,393	277,535	4,951,005	50,612
		3587 Insurance Fees	0	37,097	0	15,000	0	15,000	15,000	0.0%	15,225	225	15,453	228	15,685	232
		3588 Transit Fares	1,992,070	1,890,082	1,800,000	0	0	1,800,000	0	0.0%	1,827,000	27,000	1,854,405	27,405	1,882,221	27,816
		3590 Advertising Revenue	171,498	120,834	160,000	5,000	0	165,000	5,000	3.1%	165,000	0	165,000	0	165,000	0
		3618 Dept. Misc. Revenues	11,769,782	12,509,064	12,393,250	(1,250)	0	12,392,000	(1,250)	(0.0)%	12,576,645	184,645	13,169,394	592,749	13,359,280	189,886
		3780 Tourism/Rec'n Grant	0	11,856	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3784 Revenues for Specific Funct.	53,696	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>18,307,970</b>	<b>19,316,569</b>	<b>18,870,100</b>	<b>124,050</b>	<b>0</b>	<b>18,994,150</b>	<b>124,050</b>	<b>0.7%</b>	<b>19,258,978</b>	<b>264,828</b>	<b>20,156,895</b>	<b>897,917</b>	<b>20,425,441</b>	<b>268,546</b>
	<b>Labour Costs</b>															
		7010 Full Time	5,704,401	5,992,336	6,710,395	146,283	0	6,856,678	146,283	2.2%	6,909,849	53,171	6,929,019	19,170	6,931,716	2,697
		7012 Overtime	43,919	48,021	58,928	(9,195)	0	49,733	(9,195)	(15.6)%	49,733	0	50,003	270	50,003	0
		7015 Part Time	6,264,499	6,339,457	5,886,624	132,987	0	6,019,611	132,987	2.3%	6,019,611	0	6,264,411	244,800	6,264,411	0
		7016 Full Time Contracts	352,249	172,802	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	2,154,779	2,260,540	2,400,182	99,284	0	2,499,466	99,284	4.1%	2,554,778	55,312	2,634,250	79,472	2,690,173	55,923
		7020 Benefits - FT Contract	34,520	17,194	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>14,554,367</b>	<b>14,830,349</b>	<b>15,056,129</b>	<b>369,359</b>	<b>0</b>	<b>15,425,488</b>	<b>369,359</b>	<b>2.5%</b>	<b>15,533,971</b>	<b>108,483</b>	<b>15,877,683</b>	<b>343,712</b>	<b>15,936,303</b>	<b>58,620</b>
	<b>Other Expenses</b>															
		7100 Mileage	16,187	18,210	21,275	(375)	0	20,900	(375)	(1.8)%	20,900	0	21,900	1,000	21,900	0
		7105 Membership/Dues/Fees	7,986	8,464	7,455	1,995	0	9,450	1,995	26.8%	9,450	0	9,450	0	9,450	0
		7110 Meals & Meal Allowances	118	297	600	0	0	600	0	0.0%	600	0	600	0	600	0
		7115 Training & Development	16,526	15,916	17,000	2,500	0	19,500	2,500	14.7%	19,500	0	19,500	0	19,500	0
		7120 Telephone Charges	0	9,573	11,000	0	0	11,000	0	0.0%	11,000	0	11,000	0	11,000	0
		7122 Cellular Telephones	0	19,114	28,339	(27,839)	26,839	27,339	(1,000)	(3.5)%	27,339	0	27,339	0	27,339	0
		7125 Subscriptions/Publications	1,774	2,120	2,750	400	0	3,150	400	14.5%	3,150	0	3,150	0	3,150	0
		7130 Seminars & Workshops	452	731	5,500	0	0	5,500	0	0.0%	5,500	0	5,500	0	5,500	0
		7135 Advertising	0	125	500	0	0	500	0	0.0%	500	0	500	0	500	0
		7138 Vaugh. Hockey Assoc. Subsidy	1,200,643	1,239,492	1,232,375	0	0	1,232,375	0	0.0%	1,232,375	0	1,232,375	0	1,232,375	0
		7139 Recreation Subsidy	0	54,000	54,000	0	0	54,000	0	0.0%	54,000	0	54,000	0	54,000	0
		7200 Office Supplies	25,684	25,423	28,375	575	0	28,950	575	2.0%	28,950	0	30,950	2,000	30,950	0
		7205 Computer Supplies	14,517	28,494	11,025	225	0	11,250	225	2.0%	11,250	0	11,600	350	11,600	0
		7210 Office Equip. & Furniture	2,979	4,793	5,713	137	0	5,850	137	2.4%	5,850	0	6,100	250	6,100	0
		7211 Computer Hardware/Software	6,390	19,820	15,750	6,750	0	22,500	6,750	42.9%	22,500	0	22,500	0	22,500	0
		7215 Mtce. & Repairs - Equip	69,588	93,402	95,225	(125)	0	95,100	(125)	(0.1)%	95,100	0	95,100	0	95,100	0
		7220 Copiers, Faxes and Supplies	69,244	81,076	80,475	2,425	0	82,900	2,425	3.0%	82,900	0	87,900	5,000	87,900	0
		7222 Printing	202,636	169,093	195,000	0	0	195,000	0	0.0%	195,000	0	195,000	0	195,000	0
		7225 Postal Services	847	1,124	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0	1,000	0
		7300 Protective Clothing/Uniforms	23,029	27,216	35,000	(3,500)	0	31,500	(3,500)	(10.0)%	31,500	0	31,500	0	31,500	0
		7330 Materials & Supplies	286,980	302,386	294,175	(8,925)	0	285,250	(8,925)	(3.0)%	285,250	0	292,250	7,000	292,250	0
		7331 Contractor & Contractor Mat.	458,047	312,746	456,900	5,325	0	462,225	5,325	1.2%	465,327	3,102	473,474	8,147	476,668	3,194
		7335 Small Tools & Equipment	199,259	92,132	169,320	10,830	0	180,150	10,830	6.4%	180,150	0	183,650	3,500	183,650	0
		7350 Armoured Courier Services	10,793	13,822	15,000	0	0	15,000	0	0.0%	15,000	0	15,000	0	15,000	0
		7400 Bank Charges	266,743	283,690	275,000	0	0	275,000	0	0.0%	275,000	0	275,000	0	275,000	0
		7404 Bad Debt Write-Offs Class	905	23,814	4,000	0	0	4,000	0	0.0%	4,000	0	4,000	0	4,000	0
		7410 Rental, Leases - Equipment	12,258	15,535	48,938	(34,938)	0	14,000	(34,938)	(71.4)%	14,000	0	19,500	5,500	19,500	0
		7470 Insurance Expense	0	0	0	13,500	0	13,500	13,500	0.0%	13,703	203	13,908	205	14,117	209
		7475 Ticket/Pass Purchases	1,914,054	1,467,412	1,764,000	0	0	1,764,000	0	0.0%	1,790,460	26,460	1,817,317	26,857	1,844,577	27,260
		7499 Cash Over and Short	472	2,157	613	37	0	650	37	6.0%	650	0	700	50	700	0
		7520 Professional Fees	59,251	51,304	58,125	2,375	0	60,500	2,375	4.1%	60,500	0	60,500	0	60,500	0
		7531 Service Contracts	10,164	11,619	15,000	0	0	15,000	0	0.0%	15,000	0	15,000	0	15,000	0
		7560 Gas/Diesel - Vehicles	187	59	0	0	0	0	0	0.0%	0	0	0	0	0	0

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Actual Forecast 2014*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
		7630 Wireless/Internet Commun.	863	479	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0	1,000	0
		7640 Cable Tv/Satellite	4,697	5,204	5,000	0	0	5,000	0	0.0%	5,000	0	5,000	0	5,000	0
		7698 Grouped Expenses	9,307	6,442	10,000	0	0	10,000	0	0.0%	10,000	0	10,000	0	10,000	0
		7699 Sundry Expenses	6,546	7,565	14,675	(5,000)	0	9,675	(5,000)	(34.1)%	9,675	0	9,675	0	9,675	0
		7700 Chgs. from Othe Depts.	10	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7710 Internal Recoveries	(2,745)	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7712 Joint Serv. Recovery - Library	0	7,785	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7785 Trsf to Reserve Other	118,353	140,000	140,000	(15,000)	0	125,000	(15,000)	(10.7)%	125,000	0	125,000	0	125,000	0
		7790 Trsf. to Expend Res	(38,517)	(48,684)	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	4,976,227	4,513,951	5,120,103	(48,628)	26,839	5,098,314	(21,789)	(0.4)%	5,128,079	29,765	5,187,938	59,859	5,218,601	30,663
<b>Total Recreation</b>			1,222,624	27,732	1,306,132	196,681	26,839	1,529,652	223,520	17.1%	1,403,072	(126,580)	908,726	(494,346)	729,463	(179,263)

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

3586 - Rents and Concessions	Increase in concessions, permit rate increases, and increased space utilization
3587 - Insurance Fees	Increase due to new insurance policy recovery fee
3590 - Advertising Revenue	Realigned with actuals
3618 - Dept. Misc. Revenues	Minor decrease due to volume correction
7010 - Full Time	Increase due to economic adjustment and progression offset by vacancies
7012 - Overtime	Realigned with actuals
7015 - Part Time	Increase as per union agreement of 2% and minor progression
7017 - Benefits	Increase due to Salaries and as per guidelines
7100 - Mileage / Car Allowance	Realigned with actuals
7105 - Membership/Dues/Fees	Realigned with actuals
7115 - Training & Development	Realigned with actuals
7122 - Cellular Telephones	Realigned with actuals
7125 - Subscriptions/Publications	Realigned with actuals
7200 - Office Supplies	Realigned with actuals
7205 - Computer Supplies	Realigned with actuals
7210 - Office Equip. & Furniture	Realigned with actuals
7211 - Computer Hardware/Software	Realigned with actuals
7215 - Mtce & Repairs - Equipment	Realigned with actuals
7220 - Copier, Fax and Supplies	Realigned with actuals
7300 - Protective Clothing/Uniforms	Realigned with actuals
7330 - Materials and Supplies	Realigned with actuals
7331 - Contractor & Contract. Mat.	Increase in partnership programs at centres, offset by increase in revenues.
7335 - Small Tools and Equipment	Realigned with actuals
7410 - Rental, Leases - Equipment	Realigned with actuals
7470 - Insurance Expense	Increase due to new insurance policy fully offset by new user fee
7499 - Cash Over and Short	Realigned with actuals
7520 - Professional Fees	Realigned with actuals
7699 - Sundry Expenses	Realigned with actuals
7785 - Trsf to Reserve Other	Realigned with actuals due to lower Artificial Turf reserve contribution

### 2016 Budget Variance Comments

3586 - Rents and Concessions	Increase in revenue of 1.16% as per historical trends
3587 - Insurance Fees	Increase in revenue of 1.5% as per historical trends

## Revenue and Expenditure Summary

### 2015 Operating Budget & 2016-18 Operating Plan

3588 - Transit Fares	Increase in revenue of 1.5% as per historical trends
3618 - Dept. Misc. Revenues	Increase in revenue of 1.5% as per historical trends
7010 - Full Time	Increase due to progressions
7017 - Benefits	Increase due to Salaries and as per guidelines
7331 - Contractor & Contract. Mat.	Increase in partnership programs at centres, offset by increase in revenues.
7470 - Insurance Expense	Increase due to insurance premium, fully offset by user fee
7475 - Ticket/Pass Purchases	Increase to maintain 2% commission, offset to revenue increase

#### **2017 Budget Variance Comments**

3586 - Rents and Concessions	Increase in revenue due to opening of Carrville Community centre
3587 - Insurance Fees	Increase in revenue of 1.5% as per historical trends
3588 - Transit Fares	Increase in revenue of 1.5% as per historical trends
3618 - Dept. Misc. Revenues	Increase in revenue due to opening of Carrville Community centre
7010 - Full Time	Increase due to progressions
7012 - Overtime	Increase due to opening of Carrville Community centre
7015 - Part Time	Increase due to opening of Carrville Community centre
7017 - Benefits	Increase due to Salaries and as per guidelines
7100 - Mileage	Increase due to opening of Carrville Community centre
7200 - Office Supplies	Increase due to opening of Carrville Community centre
7205 - Computer Supplies	Increase due to opening of Carrville Community centre
7210 - Office Equip. & Furniture	Increase due to opening of Carrville Community centre
7220 - Copiers, Faxes and Supplies	Increase due to opening of Carrville Community centre
7330 - Materials & Supplies	Increase due to opening of Carrville Community centre
7331 - Contractor & Contract. Mat.	Increase due to opening of Carrville Community centre
7335 - Small Tools & Equipment	Increase due to opening of Carrville Community centre
7410 - Rental, Leases - Equipment	Increase due to opening of Carrville Community centre
7470 - Insurance Expense	Increase due to insurance premium, fully offset by user fee
7475 - Ticket/Pass Purchases	Increase to maintain 2% commission, offset to revenue increase
7499 - Cash Over and Short	Increase due to opening of Carrville Community centre

#### **2018 Budget Variance Comments**

3586 - Rents and Concessions	Increase in revenue of 1.0% as per historical trends
3587 - Insurance Fees	Increase in revenue of 1.5% as per historical trends
3588 - Transit Fares	Increase in revenue of 1.5% as per historical trends
3618 - Dept. Misc. Revenues	Increase in revenue of 1.5% as per historical trends
7010 - Full Time	Increase due to progressions
7017 - Benefits	Increase due to Salaries and as per guidelines
7331 - Contractor & Contract. Mat.	Increase in partnership programs at centres, offset by increase in revenues.
7470 - Insurance Expense	Increase due to insurance premium, fully offset by user fee
7475 - Ticket/Pass Purchases	Increase to maintain 2% commission, offset to revenue increase

## 2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2015	Maintain/Growth	200-14-01	Customer Service Administration Clerk	0.7	19,571	0	0	0	19,571
		200-15-01	Business Services Specialist	1.0	74,071	0	2,210	76,281	0
		200-15-02	Client Services Specialist	1.0	82,037	100	0	0	82,137
	<b>Maintain/Growth Total</b>			<b>2.7</b>	<b>175,679</b>	<b>100</b>	<b>2,210</b>	<b>76,281</b>	<b>101,708</b>
<b>2015 Total</b>				<b>2.7</b>	<b>175,679</b>	<b>100</b>	<b>2,210</b>	<b>76,281</b>	<b>101,708</b>
2017	New/Enhanced Services	200-TBD-01	City Hall Corporate Liaison Coordinator (TEMPORARY)	1.0	95,238	800	2,570	0	98,608
		200-TBD-12	Open to Youth Pilot Project	1.6	68,081	6,200	0	0	74,281
	<b>New/Enhanced Services Total</b>			<b>2.6</b>	<b>163,319</b>	<b>7,000</b>	<b>2,570</b>	<b>0</b>	<b>172,889</b>
	Previous Decisions	200-16-01 to 05	Block 11 Community Centre - 5 ARR's	8.7	787,343	600	1,000	0	788,943
	<b>Previous Decisions Total</b>			<b>8.7</b>	<b>787,343</b>	<b>600</b>	<b>1,000</b>	<b>0</b>	<b>788,943</b>
<b>2017 Total</b>				<b>11.2</b>	<b>950,662</b>	<b>7,600</b>	<b>3,570</b>	<b>0</b>	<b>961,832</b>
<b>Grand Total</b>				<b>13.9</b>	<b>1,126,341</b>	<b>7,700</b>	<b>5,780</b>	<b>76,281</b>	<b>1,063,540</b>

2015 - 2018 Draft Capital Projects

Budget\$			Ward	Project Type	Group Infrastructure Reserves	Capital from Taxation	Grand Total
Year	Project #	Title					
2015	RE-9503-13	Fitness Centre Equipment Replacement	City-Wide	Replacement	180,250		180,250
2015 Total					180,250		180,250
2016	RE-9503-13	Fitness Centre Equipment Replacement	City-Wide	Replacement	231,750		231,750
2016 Total					231,750		231,750
2017	RE-9503-13	Fitness Centre Equipment Replacement	City-Wide	Replacement	231,750		231,750
	RE-9519-17	Vaughan Art Gallery Site Study	City-Wide	New Initiative		51,500	51,500
	RE-9527-17	Events Strategy	City-Wide	New Initiative		50,000	50,000
2017 Total					231,750	101,500	333,250
2018	RE-9503-13	Fitness Centre Equipment Replacement	City-Wide	Replacement	231,750		231,750
2018 Total					231,750		231,750
Grand Total					875,500	101,500	977,000





CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*Cultural Services*



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Actual Forecast 2014*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Cultural Services</b>																
	<b>Revenue</b>															
		3564 Vending Commissions	0	4,000	4,000	0	0	4,000	0	0.0%	4,000	0	4,000	0	4,000	0
		3574 Rev. frm Recov. Expenses	0	0	47,030	0	(47,030)	0	(47,030)	(100.0)%	0	0	0	0	0	0
		3586 Rents and Concessions	323,194	329,654	305,000	0	0	305,000	0	0.0%	305,000	0	305,000	0	305,000	0
		3614 General Revenue	7,040	140	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3618 Dept. Misc. Revenues	323,131	437,843	206,950	0	0	206,950	0	0.0%	206,950	0	206,950	0	206,950	0
		<b>Total Revenue</b>	<b>653,365</b>	<b>771,636</b>	<b>562,980</b>	<b>0</b>	<b>(47,030)</b>	<b>515,950</b>	<b>(47,030)</b>	<b>(8.4)%</b>	<b>515,950</b>	<b>0</b>	<b>515,950</b>	<b>0</b>	<b>515,950</b>	<b>0</b>
	<b>Labour Costs</b>															
		7010 Full Time	848,553	731,983	718,597	17,898	0	736,495	17,898	2.5%	737,569	1,074	737,569	0	737,569	0
		7012 Overtime	4,466	4,182	1,540	0	0	1,540	0	0.0%	1,540	0	1,540	0	1,540	0
		7015 Part Time	458,943	434,962	428,127	7,077	0	435,204	7,077	1.7%	435,204	0	435,204	0	435,204	0
		7016 Full Time Contracts	127,471	150,406	165,978	10,636	0	176,614	10,636	6.4%	181,235	4,621	184,989	3,754	187,732	2,743
		7017 Benefits	273,585	240,564	235,176	10,210	0	245,386	10,210	4.3%	249,795	4,409	254,994	5,199	260,557	5,563
		7020 Benefits - FT Contract	12,492	14,967	16,515	1,499	0	18,014	1,499	9.1%	18,667	653	19,054	387	19,524	470
		<b>Total Labour Costs</b>	<b>1,725,510</b>	<b>1,577,065</b>	<b>1,565,933</b>	<b>47,320</b>	<b>0</b>	<b>1,613,253</b>	<b>47,320</b>	<b>3.0%</b>	<b>1,624,010</b>	<b>10,757</b>	<b>1,633,350</b>	<b>9,340</b>	<b>1,642,126</b>	<b>8,776</b>
	<b>Other Expenses</b>															
		7040 Honorariums	3,960	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7100 Mileage	3,824	2,362	3,325	0	0	3,325	0	0.0%	3,325	0	3,325	0	3,325	0
		7105 Membership/Dues/Fees	2,500	1,892	1,900	0	0	1,900	0	0.0%	1,900	0	1,900	0	1,900	0
		7110 Meals & Meal Allowances	246	703	620	0	0	620	0	0.0%	620	0	620	0	620	0
		7115 Training & Development	1,156	2,607	7,810	0	0	7,810	0	0.0%	7,810	0	7,810	0	7,810	0
		7120 Telephone Charges	7,740	4,748	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7122 Cellular Telephones	0	141	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7125 Subscriptions/Publications	0	132	200	0	0	200	0	0.0%	200	0	200	0	200	0
		7140 Promotion & Education	19,297	11,688	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7200 Office Supplies	8,391	8,017	7,735	0	0	7,735	0	0.0%	7,735	0	7,735	0	7,735	0
		7205 Computer Supplies	628	347	1,070	0	0	1,070	0	0.0%	1,070	0	1,070	0	1,070	0
		7210 Office Equip. & Furniture	275	533	1,255	0	0	1,255	0	0.0%	1,255	0	1,255	0	1,255	0
		7211 Computer Hardware/Software	1,233	4,513	11,990	0	0	11,990	0	0.0%	11,990	0	11,990	0	11,990	0
		7220 Copiers, Faxes and Supplies	5,019	4,299	5,050	0	0	5,050	0	0.0%	5,050	0	5,050	0	5,050	0
		7222 Printing	60,472	54,023	60,080	0	0	60,080	0	0.0%	60,080	0	60,080	0	60,080	0
		7325 Janitorial Services	70	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7330 Materials & Supplies	17,933	33,147	49,710	0	0	49,710	0	0.0%	49,710	0	49,710	0	49,710	0
		7331 Contractor & Contractor Mat.	212,102	222,005	153,700	0	0	153,700	0	0.0%	153,700	0	153,700	0	153,700	0
		7335 Small Tools & Equipment	447	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7404 Bad Debt Write-Offs Class	6,342	(44)	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7499 Cash Over and Short	4	(494)	50	0	0	50	0	0.0%	50	0	50	0	50	0
		7520 Professional Fees	829	38,301	44,855	0	0	44,855	0	0.0%	44,855	0	44,855	0	44,855	0
		7698 Grouped Expenses	25,016	16,143	30,200	0	0	30,200	0	0.0%	30,200	0	30,200	0	30,200	0
		7699 Sundry Expenses	27,334	39,577	25,549	0	0	25,549	0	0.0%	25,549	0	25,549	0	25,549	0
		7700 Chgs. from Othe Depts.	102	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7710 Internal Recoveries	(38,665)	0	0	0	(47,030)	(47,030)	(47,030)	0.0%	(47,030)	0	(47,030)	0	(47,030)	0
		7790 Trsf. to Expend Res	(3,700)	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>362,555</b>	<b>444,642</b>	<b>405,099</b>	<b>0</b>	<b>(47,030)</b>	<b>358,069</b>	<b>(47,030)</b>	<b>(11.6)%</b>	<b>358,069</b>	<b>0</b>	<b>358,069</b>	<b>0</b>	<b>358,069</b>	<b>0</b>
<b>Total Cultural Services</b>			<b>1,434,700</b>	<b>1,250,070</b>	<b>1,408,052</b>	<b>47,320</b>	<b>0</b>	<b>1,455,372</b>	<b>47,320</b>	<b>3.4%</b>	<b>1,466,129</b>	<b>10,757</b>	<b>1,475,469</b>	<b>9,340</b>	<b>1,484,245</b>	<b>8,776</b>

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

### **2015 Budget Variance Comments**

3574 - Rev. from Recover. Expenses	Administrative change to Internal Recoveries
7010 - Full Time	Increase due to economic adjustment and progressions
7015 - Part Time	Increase of 2% as per union agreement
7016 - Full Time Contract	Increase due to economic adjustment and progressions
7017 - Benefits	Increase in relation to salaries and budget guideline increases
7020 - Benefits - FT Contract	Increase in relation to salaries and budget guideline increases
7710 - Internal Recoveries	Administrative change from Rev. from Recover. Expenses

### **2016 Budget Variance Comments**

7010 - Full Time	Increase due to pro-rated progression
7016 - Full Time Contract	Increase due to pro-rated progression
7017 - Benefits	Increase in relation to salaries and budget guideline increases
7020 - Benefits - FT Contract	Increase in relation to salaries and budget guideline increases

### **2017 Budget Variance Comments**

7016 - Full Time Contract	Increase due to pro-rated progression
7017 - Benefits	Increase in relation to salaries and budget guideline increases
7020 - Benefits - FT Contract	Increase due to budget guideline increases

### **2018 Budget Variance Comments**

7016 - Full Time Contract	Increase due to pro-rated progression
7017 - Benefits	Increase in relation to salaries and budget guideline increases
7020 - Benefits - FT Contract	Increase due to budget guideline increases

## 2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2016	Maintain/Growth	210-16-04	Events Coordinator	1.0	91,773	2,200	5,000	0	98,973
	<b>Maintain/Growth Total</b>			<b>1.0</b>	<b>91,773</b>	<b>2,200</b>	<b>5,000</b>	<b>0</b>	<b>98,973</b>
	Previous Decisions	210-16-02	Arts & Culture Marketing Material	0.0	0	60,000	0	0	60,000
	<b>Previous Decisions Total</b>			<b>0.0</b>	<b>0</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>60,000</b>
<b>2016 Total</b>				<b>1.0</b>	<b>91,773</b>	<b>62,200</b>	<b>5,000</b>	<b>0</b>	<b>158,973</b>
2017	New/Enhanced Services	210-TBD-02	Additional Funding for Recognition Events	0.0	0	10,000	0	0	10,000
		210-TBD-03	Concert Series Launch at City Hall	0.0	0	10,000	0	0	10,000
	<b>New/Enhanced Services Total</b>			<b>0.0</b>	<b>0</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>20,000</b>
	Previous Decisions	210-TBD-04	Additional funding for Special Events	0.0	0	30,000	0	0	30,000
		210-TBD-05	Aboriginal Facilitation & Coordination Support	0.0	0	0	30,000	0	30,000
	<b>Previous Decisions Total</b>			<b>0.0</b>	<b>0</b>	<b>30,000</b>	<b>30,000</b>	<b>0</b>	<b>60,000</b>
	Supporting Transformation	210-TBD-06	Diversity & Inclusivity Signage and Communication Program	0.0	0	15,000	60,000	0	75,000
	<b>Supporting Transformation Total</b>			<b>0.0</b>	<b>0</b>	<b>15,000</b>	<b>60,000</b>	<b>0</b>	<b>75,000</b>
<b>2017 Total</b>				<b>0.0</b>	<b>0</b>	<b>65,000</b>	<b>90,000</b>	<b>0</b>	<b>155,000</b>
<b>Grand Total</b>				<b>1.0</b>	<b>91,773</b>	<b>127,200</b>	<b>95,000</b>	<b>0</b>	<b>313,973</b>



CITY OF VAUGHAN

# DRAFT 2015 BUDGET AND 2016-2018 PLAN

*Fire & Rescue Services*

## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

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

The Administration Division of VFRS is responsible for operating and capital budgeting, reporting, and forecasting, recruiting to ensure critical vacancies are filled, planning for emergency resource distribution and activation of the City's Emergency Plan, and ensuring that the VFRS Response Standard is consistently met across the city.

Certified Fire Inspectors ensure Fire Code compliance by conducting routine inspections, responding to complaints, requests for inspection and fire investigations. The Fire Prevention division provides fire education programs to our seniors and school age children such as the Older and Wiser Program, Learn Not to Burn and the Risk Watch Program and provides fire extinguisher and mandatory fireworks training to local businesses. VFRS delivers timely fire safety messaging throughout the year and during many corporate events such as Winterfest, Maplefest, and The Lions Pancake Festival.

The VFRS Communications Division is responsible for accurately and quickly dispatching fire apparatus to emergencies in Vaughan. The Communications Division works closely with the York Regional Police 9-1-1 centre, the Georgian Central Ambulance Communications Centre, and the surrounding municipal fire department communications centres to coordinate the emergency needs of the community.

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

1. To provide programs to protect lives, property, and the environment from the adverse affect of fire, medical emergencies and other dangerous conditions
2. To protect and safeguard the health and wellness of Vaughan citizens

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

1. Demonstrate Excellence in Service Delivery
  - VFRS Fire Inspectors provide high quality services to residents and local businesses by ensuring compliance with the Fire Code and providing education and safety messaging to all age groups.
  - The Administration Division ensures operating efficiency and effectiveness by managing the recruitment, training and deployment of fire personnel and equipment, and by conducting capital and operating budgeting, reporting and forecasting.
2. Promote Community Safety, Health & Wellness
  - VFRS Fire Inspectors promote safety in the community by engaging various groups through education and enforcement activities. Communications staff support the safety of Vaughan residents by quickly and accurately dispatching fire apparatus to emergencies.





# Fire Administration

(Administration, Fire Prevention and Communications)

## 2015-2018 Business Plan

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

**Administration:**

		Additional Resource Requests			
	2014 Base	2015	2016	2017	2018
Full Time	4	1			
Part Time					
Overtime					

**Prevention:**

		Additional Resource Requests			
	2014 Base	2015	2016	2017	2018
Full Time	15	1	1	1	
Part Time					
Overtime	\$21,693				

**Communications:**

		Additional Resource Requests			
	2014 Base	2015	2016	2017	2018
Full Time	13				
Part Time					
Overtime	\$38,074				

## 2015-2018 Business Plan

### Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Staffing
  - Anticipated retirement of some experienced staff will result in a loss of expertise. Overall succession planning for the department must occur.
- Growth Management
  - Consistently meeting VFRS Response Standards across the City given increased call volume and response barriers (traffic patterns/volume) requires constant monitoring and re-evaluation.
  - Construction of Fire Station 73 in 2015
  - The staffing of Aerial 76 will improve VFRS response capabilities in the Central (VMC) and West portion of the city.
  - The Fire Underwriters are conducting a current survey which may drive operating and capital costs for the Fire Department

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Operating Environment
  - Response pressure of rapidly developing subway project and Vaughan Metropolitan Centre.
  - Changing demographic requires amplification of fire safety education efforts related to seniors
  - Building stock changes such as the Hospital, high-rise buildings, and the Subway line require specialized training
  - More buildings are utilizing objective based code alternatives, which require more time to assess
  - Increased demand by corporations for training of employees
  - Continued interest in regionalization by fire associations
- Technology
  - Managing multiple 9-1-1 lines
  - CAD needs upgrading with Versadex version 7.3 – ongoing
  - Automatic Dispatching and Station Alerting System

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Station 74 and 76 staffing and equipment will drive operating and capital ARRs for future years

## 2015-2018 Business Plan

### Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Recruit, train, and deploy fire personnel and equipment	Construction of Station 73	Q2	Council Approved in 2013
	Station 76 - Building Expansion of Crews Quarters	Q1	Capital Project/Building and Facilities
	Recruit a Deputy Fire Chief	Q3	ARR approval required
	Recruit a Training Officer	Q4	ARR approval required
	Recruit a Public Education Officer	Q4	ARR approval required
	Procure Breathing Apparatus Replacements	Q4	Annual/Ongoing Project Capital Project
	Initiate the Wellness Fitness Initiative	Q2	Annual Program
	Initiate a Home Inspection Bylaw Program Cost Recovery	Q2	For Council Approval
	Replace Fitness Equipment/Furniture	Q4	Annual/Ongoing Project
	Public Education Initiative 'Adopt a School Program'	Q1	Ongoing
	Automatic Dispatching and Station Alerting System	Q1	Capital Approved Project
	Adopt OFM Official Guide to Matching Fire Prevention Resources and Risk (Integrated Risk Management Tool)	Q1	Ongoing
<b>2016 Initiatives</b>			
Recruit, train, and deploy fire personnel and equipment	Station 76 – Recruit 16 Firefighters and 4 Captains	Q1	ARR approval required
	Procure Breathing Apparatus Replacements	Q4	Annual/Ongoing Project Capital Project
	Wellness Fitness Initiative	Q1	Annual Program
	Replace Fitness Equipment/Furniture	Q4	Annual/Ongoing Project
Provide effective fire education, enforcement	Hire a Fire Prevention Inspector	Q4	ARR approval required
	Hire a Stores Clerk	Q4	ARR approval required

# Fire Administration

(Administration, Fire Prevention and Communications)

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
and suppression services meeting the expectations of a culturally diverse citizens	Reposition/Purchase Station 74 Kleinburg Land	Q1	Capital Project
	Prepare for Temporary accommodations for Career Firefighters Station 74	Q4	Capital Project/Building and Facilities
<b>2017 Initiatives</b>			
Recruit, train, and deploy fire personnel and equipment	Recruit 4 District Chiefs	Q2	ARR approval required
	Recruit 20 Firefighters for Station 74	Q3	ARR approval required
	Procure Breathing Apparatus Replacements	Q4	Annual/Ongoing Project Capital Project
	Wellness Fitness Initiative	Q1	Annual Program
	Replace Fitness Equipment/Furniture	Q4	Annual/Ongoing Project
	Purchase Furniture and Equipment - Station 74	Q1	Capital Project
Provide effective fire education, enforcement and suppression services meeting the expectations of a culturally diverse citizenry	Purchase Land for Future Station 7-11	Q1	Capital Project
	Design and Build Station 7-11	Q3	Capital Project/Building and Facilities
	Hire a Fire Prevention Inspector	Q4	ARR approval required
<b>2018 Initiatives</b>			
Recruit, train, and deploy fire personnel and equipment	Procure Breathing Apparatus Replacements	Q4	Annual/Ongoing Project Capital Project
	Wellness Fitness Initiative	Q1	Annual Program
	Replace Fitness Equipment/Furniture	Q4	Annual/Ongoing Project
Deliver effective communications support to internal and external stakeholders	Design and Build Station 74	Q2	Capital Project/Building and Facilities

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Provide effective fire education, enforcement and suppression services meeting the expectations of a culturally diverse citizenry	Construction for Fire Station 7-11	Q2	Capital Project/Building and Facilities

## Business Performance

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

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

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

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Cost of Operating First Services per \$1,000 of Assessment	\$0.72	\$0.73	\$0.75	\$0.72		
Number of Emergency Incidents	11,147	10,814	11,864	11,297	11,655	
Fire Prevention Activities						
Inspections	3,541	2,682	2,479	1,648	1,589	
Municipal License	385	224	245	312	306	
Site Plan/Variance	194	140	141	158	215	
Plans Examinations	428	512	211	23	152	
File Searches	108	59	70	101	118	
Public Education	686	378	288	1,662	2,529	
Fire Investigation	51	40	48	73	48	
New Building	211	119	224	206	278	
Grown Op	18	7	6	2	6	
Prosecution	194	36	71	56	18	



# Fire Administration

(Administration, Fire Prevention and Communications)

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFECTIVENESS: How well do we do it?</b>						
VFRS Communications Call Handling in Seconds		53	79	70	58	

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- Inspection staff continue to increase the quantity of inspections, public education and other activities performed annually
- VFRS Communications staff continue to manage calls for service in an effective and timely manner

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Department Head Sign-off

Date (mm/dd/yy)

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Commissioner Sign-off

Date (mm/dd/yy)



## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

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

The Operations Division provides 'Full Service Emergency Response' which includes fire incidents, sudden medical emergencies, technical rescue, hazardous materials and CBRN incidents. In addition, this division provides a number of specialized teams, including a Hazardous Material Response team, Technical Rescue teams (for trench, confined space, low angle rescue) and a Public Order Support team (in conjunction with the York Regional Police Service).

Each year full-time staff, including volunteers of the VFRS, dedicate thousands of hours of methodical training to maintain and enhance standardized skill sets with a view to achieve consistent quality of work. Firefighters are required to complete specific annual maintenance training to maintain the knowledge and demonstrated practical competency skill sets to perform their duties quickly, efficiently and completely on site of the emergency. All service delivery enhancements for the public must first be implemented through the Training division.

The Mechanical Division is responsible for ensuring all emergency firefighting apparatus/equipment in operationally ready state using current MTO Standards and NFPA guidelines as benchmarks. The Division continues to provide both in-shop and mobile mechanical service for a number of Regional Emergency Service partners as well as a warranty repair depot for major fire service equipment suppliers and manufacturers.

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

1. To provide programs to protect lives, property, and the environment from the adverse affect of fire, medical emergencies and other dangerous conditions
2. To protect and safeguard the health and wellness of Vaughan Citizens

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

1. Demonstrate Excellence in Service Delivery
  - VFRS Operations Division provides an efficient and timely emergency response within approved service standards.
2. Promote Community Safety, Health & Wellness
  - VFRS Operations Division provides 'Full Service Emergency Response' which includes fire incidents, sudden medical emergencies, technical rescue, hazardous materials, and CBRN incidents, promoting the safety, health and wellness of Vaughan residents.
3. Support the Professional Development of Staff
  - The Training Division delivers quality training and education support services for all VFRS divisions, promoting the professional development of staff and ensuring regulatory compliance.



# Fire Operations

(Operations, Mechanical and Training)

## 2015-2018 Business Plan

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

**Operations:**

		Additional Resource Requests			
	2014 Base	2015	2016	2017	2018
Full Time	280		21	24	
Part Time					
Overtime	\$324,016				

**Mechanical:**

		Additional Resource Requests			
	2014 Base	2015	2016	2017	2018
Full Time	5.5				
Part Time					
Overtime					

**Training:**

		Additional Resource Requests			
	2014 Base	2015	2016	2017	2018
Full Time	4.5	1			
Part Time					
Overtime	\$7,495				

## 2015-2018 Business Plan

### Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Staff
  - Retirement and turn-over of fully trained staff will take place at an accelerated rate.
  - The span of control of each of the four Platoon Chiefs is large: each Platoon Chief manages 64 full-time staff
  - Upon the opening of the new Fire Station 7-10, implementation of the position of District Chief will provide for more consistent span of control and application of Ontario Occupational Health and Safety Guidelines
- Changing Demographics
  - Population increases necessitate expansion of services to maintain response times
  - Changes in demographics require VFRS to provide more specialized programs and services

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Mechanical Support
  - The growth of the fire fleet and increasing demand of unscheduled repairs due to repair/maintenance challenges the efficiency and effectiveness of the existing four full-time mechanics and one chief mechanical officer
  - The Mechanical Division continues to generate retail revenue while completing in-house work on time
- Training
  - The Training Division is required to maintain continuous, consistent and certified training for all VFRS staff. VFRS anticipates hiring 20 probationary firefighters to staff Engine 75 mid-year (Budget approval)
  - Workload of the Training division has increased significantly which is attributed to training of new recruits and accelerated training for staff progressions related to retirement.
  - Enhanced emergency patient care medical training provides a broader skill sets to staff when dealing with medical and related emergency.

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Recruitment of future Firefighters and District Chiefs will increase annual operating and capital costs in order to maintain City approved and professional association service levels

## 2015-2018 Business Plan

### Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Deliver quality training and education support services for all divisions	Explore opportunities for developing a Fire Training Tower/Facility	Q1	Capital Project
	Meet NFPA 1006 Service Standards for all technical disciplines i.e. Hazmat and Technical Rescue	Q1	Ongoing Project
Efficiently maintain mechanical support services within mandated service standards	Aerial 7983 Refurbishment	Q4	Capital Project
	Replace 7966 Rescue Truck	Q4	Capital Project
	Purchase Aerial Station 76	Q4	Capital Project
	Replace Deputy Chief Vehicle 7987	Q3	Capital Project
	Live Fire Training	Q1-Q4	268 Firefighters
<b>2016 Initiatives</b>			
Efficiently maintain mechanical support services within mandated service standards	Procure a Command Vehicle	Q4	Capital Project
	Procure a Fire Prevention Vehicle	Q4	Capital Project
	Replace 7972 Pumper	Q4	Capital Project
	Replace 7988 Training Vehicle	Q4	Capital Project
	Smeal Aerial 17M(7983) Refurbishment	Q4	Capital Project
	Replace HAZ MAT 7942	Q4	Capital Project
	Replace Aerial 7968 – Smeal 32m	Q1	Capital Project
	Replace 7971 Pumper	Q1	Capital Project
	Station 76 -Equipment For Firefighter Purchase	Q1	Capital Project
	Live Fire Training	Q1-Q4	268 Firefighters
	Meet NFPA 1006 Service Standards for all technical disciplines i.e. Hazmat and Technical Rescue	Q1	Ongoing Project



# Fire Operations

(Operations, Mechanical and Training)

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2017 Initiatives</b>			
Efficiently maintain mechanical support services within mandated service standards	Fire Prevention Vehicle Replacement 1	Q2	Capital Project
	Fire Prevention Vehicle Replacement 2	Q2	Capital Project
	Purchase a New Fire Prevention Vehicle	Q1	Capital Project
	Replace Aerial 7955	Q1	Capital Project
	Replace Training Van 7981	Q1	Capital Project
	Station 74 Engine Purchase	Q1	Capital Project
	Station 74 Equipment for Firefighter Purchase	Q3	Capital Project
	Live Fire Training	Q1-Q4	292 Firefighters
	Meet NFPA 1006 Service Standards for all technical disciplines i.e. Hazmat and Technical Rescue	Q1	Ongoing Project
<b>2018 Initiatives</b>			
Efficiently maintain mechanical support services within mandated service standards	Live Fire Training	Q1-Q4	292 Firefighters
Provide an efficient and timely emergency response within approved service standards 90% of the time	Meet NFPA 1006 Service Standards for all technical disciplines i.e. Hazmat and Technical Rescue	Q1	Ongoing Project
Deliver quality training and education support services for all divisions			



# Fire Operations

(Operations, Mechanical and Training)

## 2015-2018 Business Plan

### Business Performance

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

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

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

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
<b>EFFECTIVENESS: How well do we do it?</b>						
% Maintenance Meeting Scheduled Plan		74%	83%	68%	74%	
Percentage of Fire Calls Response Rate – Within 7 minute standard*					83%	
Average Response Times – All Calls		6.37 mins	6.8 mins	6.65 mins	6.14 mins	
Average Response Times for all Emergency Calls by Station*						
Station 7-1		5:36	5:38	5:47	5:39	
Station 7-2		6:59	7:15	6:24	6:08	
Station 7-3		6:19	6:31	6:33	6:13	
Station 7-4		9:07	10:13	8:47	9:33	
Station 7-5		6:29	6:28	6:23	6:14	
Station 7-6		6:49	6:48	6:46	6:37	
Station 7-7		7:05	7:04	6:29	6:32	
Station 7-8		7:07	7:14	6:43	6:39	
Station 7-9		6:39	6:43	6:21	6:21	
Station 7-10				6:52	6:27	
Alarm for Life Program						
Home Visited				1,200	1825	
Contacted				771	1207	
No contact				233	381	





# Fire Operations

(Operations, Mechanical and Training)

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
Declined Visit				196	237	
# of Smoke Alarms Installed				487	823	
# of CO Detectors Installed				273	577	
Type of Emergency Responses						
Rescue	11%	15%	16%	15%	16%	
Public Hazard	4%	4%	3%	4%	4%	
Other Responses	11%	11%	12%	13%	14%	
Medical	42%	34%	36%	38%	36%	
Non-Fire Calls	25%	28%	25%	23%	24%	
Property Fire Responses	7%	8%	8%	7%	6%	
Critical Task Analysis			88%	88%	92%	
Vaughan Standard		70.5%	71.5%	76%	83%	
10 in 10		54%	74%	67%	68%	

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- VFRS Operations continue to maintain average response times to all calls
- Adherence to City of Vaughan Standard, 10-in-10, and critical task analysis are continuously improving

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**Department Head Sign-off**

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

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**Commissioner Sign-off**

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

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Actual Forecast 2014*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Fire and Rescue Services																
Revenue																
		3574 Rev. frm Recov. Expenses	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3618 Dept. Misc. Revenues	811,484	820,082	591,787	10,455	0	602,242	10,455	1.8%	649,156	46,914	626,333	(22,823)	673,840	47,507
		3624 Fees from Other Municip.	35,000	36,000	35,000	0	0	35,000	0	0.0%	35,000	0	35,000	0	35,000	0
		<b>Total Revenue</b>	<b>846,484</b>	<b>856,082</b>	<b>626,787</b>	<b>10,455</b>	<b>0</b>	<b>637,242</b>	<b>10,455</b>	<b>1.7%</b>	<b>684,156</b>	<b>46,914</b>	<b>661,333</b>	<b>(22,823)</b>	<b>708,840</b>	<b>47,507</b>
Labour Costs																
		7010 Full Time	27,929,690	29,250,964	29,780,226	2,084,369	0	31,864,595	2,084,369	7.0%	32,289,070	424,475	32,563,969	274,899	32,736,450	172,481
		7012 Overtime	1,785,826	694,558	391,500	138,097	0	529,597	138,097	35.3%	629,598	100,001	729,599	100,001	729,599	0
		7016 Full Time Contracts	76	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	7,967,522	8,200,992	8,258,554	585,112	0	8,843,666	585,112	7.1%	9,151,426	307,760	9,488,701	337,275	9,772,051	283,350
		7020 Benefits - FT Contract	7	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7522 Volunteer Firefighters	97,280	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>37,780,402</b>	<b>38,146,515</b>	<b>38,430,280</b>	<b>2,807,578</b>	<b>0</b>	<b>41,237,858</b>	<b>2,807,578</b>	<b>7.3%</b>	<b>42,070,094</b>	<b>832,236</b>	<b>42,782,269</b>	<b>712,175</b>	<b>43,238,100</b>	<b>455,831</b>
Other Expenses																
		7100 Mileage	3,295	1,781	5,045	0	0	5,045	0	0.0%	5,045	0	5,045	0	5,045	0
		7103 407-ETR Toll Charges	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7105 Membership/Dues/Fees	6,885	5,964	6,573	0	575	7,148	575	8.7%	7,148	0	7,148	0	7,148	0
		7110 Meals & Meal Allowances	1,209	6,431	4,648	0	0	4,648	0	0.0%	4,648	0	4,648	0	4,648	0
		7115 Training & Development	129,880	136,039	119,764	0	0	119,764	0	0.0%	119,764	0	119,764	0	119,764	0
		7120 Telephone Charges	0	478	0	0	800	800	800	0.0%	800	0	800	0	800	0
		7122 Cellular Telephones	29,784	30,634	37,850	(1,600)	5,300	41,550	3,700	9.8%	41,550	0	41,550	0	41,550	0
		7125 Subscriptions/Publications	7,002	2,317	7,092	0	(150)	6,942	(150)	(2.1)%	6,942	0	6,942	0	6,942	0
		7130 Seminars & Workshops	5,856	779	3,780	0	(1,000)	2,780	(1,000)	(26.5)%	2,780	0	2,780	0	2,780	0
		7200 Office Supplies	23,515	22,898	21,150	100	0	21,250	100	0.5%	22,600	1,350	23,350	750	23,350	0
		7205 Computer Supplies	7,046	4,914	3,370	0	0	3,370	0	0.0%	3,370	0	3,370	0	3,370	0
		7210 Office Equip. & Furniture	5,244	17,259	20,984	(10,000)	(2,000)	8,984	(12,000)	(57.2)%	8,984	0	8,984	0	8,984	0
		7211 Computer Hardware/Software	13,723	23,357	21,000	(5,040)	0	15,960	(5,040)	(24.0)%	15,960	0	15,960	0	15,960	0
		7215 Mtce. & Repairs - Equip	111	544	2,200	0	(2,200)	0	(2,200)	(100.0)%	0	0	0	0	0	0
		7220 Copiers, Faxes and Supplies	27,586	27,783	22,060	0	0	22,060	0	0.0%	22,060	0	22,060	0	22,060	0
		7222 Printing	22	7,891	4,500	0	0	4,500	0	0.0%	4,500	0	4,500	0	4,500	0
		7226 Courier Services	0	1,605	3,400	0	0	3,400	0	0.0%	3,400	0	3,400	0	3,400	0
		7240 Health & Wellness	1,393	36,159	115,000	0	0	115,000	0	0.0%	115,000	0	115,000	0	115,000	0
		7300 Protective Clothing/Uniforms	482,850	373,649	492,690	(78,800)	(4,000)	409,890	(82,800)	(16.8)%	409,890	0	409,890	0	409,890	0
		7305 Breathing & Medical Supplies	51,826	40,542	49,840	0	0	49,840	0	0.0%	49,840	0	49,840	0	49,840	0
		7310 Mtce. Buildings & Facil.	0	3,176	0	0	5,000	5,000	5,000	0.0%	5,000	0	5,000	0	5,000	0
		7315 Vehicle Maintenance &	482,482	420,592	368,004	0	23,344	391,348	23,344	6.3%	391,348	0	391,348	0	391,348	0
		7325 Janitorial Services	44,697	39,079	37,170	743	0	37,913	743	2.0%	37,928	15	37,943	15	37,959	16
		7330 Materials & Supplies	219,331	201,853	194,230	0	(31,600)	162,630	(31,600)	(16.3)%	162,630	0	162,630	0	162,630	0
		7331 Contractor & Contractor Mat.	0	10,261	8,220	0	6,110	14,330	6,110	74.3%	14,330	0	14,330	0	14,330	0
		7335 Small Tools & Equipment	85,321	129,633	100,375	(4)	4,410	104,781	4,406	4.4%	104,781	0	104,781	0	104,781	0
		7345 Radio Operations	250,574	256,627	353,870	2,610	(120)	356,360	2,490	0.7%	358,110	1,750	358,110	0	358,110	0
		7365 Safety Equipment	0	508	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7410 Rental, Leases - Equipment	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7520 Professional Fees	198	11,516	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7530 Outside Services	22,112	23,601	25,100	0	0	25,100	0	0.0%	25,100	0	25,100	0	25,100	0
		7550 Fire Prevention	47,282	86,774	46,645	0	250	46,895	250	0.5%	46,895	0	46,895	0	46,895	0
		7560 Gas/Diesel - Vehicles	211,099	209,993	224,848	0	0	224,848	0	0.0%	224,848	0	224,848	0	224,848	0
		7630 Wireless/Internet Commun.	650	2,784	4,060	0	(2,325)	1,735	(2,325)	(57.3)%	1,735	0	1,735	0	1,735	0
		7698 Grouped Expenses	550	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7699 Sundry Expenses	76,275	69,038	73,129	(35,000)	(2,394)	35,735	(37,394)	(51.1)%	70,735	35,000	35,735	(35,000)	35,735	0
		7700 Chgs. from Othe Depts.	829	420	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0	1,000	0
		7710 Internal Recoveries	(495)	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>2,238,133</b>	<b>2,206,877</b>	<b>2,377,597</b>	<b>(126,991)</b>	<b>0</b>	<b>2,250,606</b>	<b>(126,991)</b>	<b>(5.3)%</b>	<b>2,288,721</b>	<b>38,115</b>	<b>2,254,486</b>	<b>(34,235)</b>	<b>2,254,502</b>	<b>16</b>



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Total Fire and Rescue Services

39,172,050	39,497,309	40,181,090	2,670,132	0	42,851,222	2,670,132	6.6%	43,674,659	823,437	44,375,422	700,763	44,783,762	408,340
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# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

3618 - Dept. Misc. Revenue	Increase due to the addition of new fees, the adjustment of fee volumes, and a 2% price increase for fees in Schedule E to By-Law No. 396-2002
7010 - Full Time	Increase due to wage progression and acting pay adjustment
7012 - Overtime	Increase due to base rate increase and to reflect actual trends
7017 - Benefits	Increase due to wage progression, OT and acting pay adjustments and a benefit rate increase
7105 - Memberships/Dues/Fees	Increase due to the addition of new membership fees
7120 - Telephone Charges	Object code added to reflect nature of spending
7122 - Cellular Telephones	Increased due to an increased departmental need
7125 - Subscriptions/Publications	Decrease to reflect actual trend
7130 - Seminars & Workshops	Sending is consolidated under Training & Development
7200 - Office Supplies	Increased to reflect actual trends
7210 - Office Equip. & Furniture	Decrease due to one-time expenses related to 2014 ARRs and to reflect actual trend
7122 - Computer Hardware/Software	Decrease due to one-time expenses related to 2014 ARRs
7215 - Mtce. & Repairs - Equip	Decreased due to spending no longer required
7300 - Protective Clothing/Uniforms	Decrease due to one-time expenses related to 2014 ARRs and to reflect actual trend
7310 - Mtce. Buildings & Facil.	Object code added to reflect nature of spending
7315 - Vehicle Maintenance & Repairs	Increase due to a change in accounting procedure and object codes added to reflect nature of spending
7325 - Janitorial Services	Increased due to 2% contract price increase
7330 - Materials & Supplies	Decrease due to a change in accounting procedure
7331 - Contractor & Contractor Mat.	Increased due to new emergency medical contract
7335 - Small Tools & Equipment	Increased to reflect actual trends
7345 - Radio Operations	Increase due to contract rate change
7550 - Fire Prevention	Increased to reflect actual trends
7630 - Wireless/Internet Commun.	Decreased to reflect actual trends
7699 - Sundry Expenses	Decreased due to bi-annual recruitment program

### 2016 Budget Variance Comments

3618 - Dept. Misc. Revenue	Increase due to a 2% price increase for fees in Schedule E to By-Law No. 396-2002
7010 - Full Time	Increase due to wage progression and acting pay adjustment
7012 - Overtime	Increased to reflect actual trends
7017 - Benefits	Increase due to wage progression, OT and acting pay adjustments and a benefit rate increase
7200 - Office Supplies	Increased to reflect actual trends
7325 - Janitorial Services	Increased due to 2% contract price increase
7345 - Radio Operations	Increase due to contract rate change
7699 - Sundry Expenses	Increased due to bi-annual recruitment program

### 2017 Budget Variance Comments

3618 - Dept. Misc. Revenue	Decrease due to bi-annual recruitment
7010 - Full Time	Increase due to wage progression and acting pay adjustment
7012 - Overtime	Increased to reflect actual trends
7017 - Benefits	Increase due to wage progression, OT and acting pay adjustments and a benefit rate increase
7325 - Janitorial Services	Increased due to 2% contract price increase
7200 - Office Supplies	Increased to reflect actual trends
7699 - Sundry Expenses	Decreased due to bi-annual recruitment program



**Revenue and Expenditure Summary**  
**2015 Operating Budget & 2016-18 Operating Plan**

**2018 Budget Variance Comments**

3618 - Dept. Misc. Revenue	Increase due to bi-annual recruitment and a 2% price increase for fees in Schedule E to By-Law No. 396-2002
7010 - Full Time	Increase due to wage progression and acting pay adjustment
7017 - Benefits	Increase due to wage progression, acting pay adjustments and a benefit rate increase
7325 - Janitorial Services	Increased due to 2% contract price increase
7200 - Office Supplies	Increased to reflect actual trends

## 2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2015	Supporting Transformation	100-15-01	Program/project manager	1.0	119,288	3,350	2,400	0	125,038
		100-15-05	Training Officer	1.0	142,100	4,220	11,860	0	158,180
	Supporting Transformation Total			2.0	261,388	7,570	14,260	0	283,218
2015 Total				2.0	261,388	7,570	14,260	0	283,218
2016	Maintain/Growth	100-16-01	Stores Clerk	1.0	61,902	1,800	7,910	0	71,612
	Maintain/Growth Total			1.0	61,902	1,800	7,910	0	71,612
	Previous Decisions	100-16-04	STN 74 - 10 Firefighters (1st Contingent) (GAPPED)	10.0	476,196	18,750	54,000	0	548,946
	Previous Decisions Total			10.0	476,196	18,750	54,000	0	548,946
	Supporting Transformation	100-16-03	Fire Prevention Inspector	1.0	85,298	6,130	12,450	0	103,878
	Supporting Transformation Total			1.0	85,298	6,130	12,450	0	103,878
2016 Total				12.0	623,396	26,680	74,360	0	724,436
2017	Previous Decisions	100-16-04	STN 74 - 10 Firefighters + 4 Captains (2nd Contingent) (GAPPED)	10.0	595,785	21,630	63,920	0	681,335
	Previous Decisions Total			10.0	595,785	21,630	63,920	0	681,335
2017 Total				10.0	595,785	21,630	63,920	0	681,335
2018	Previous Decisions	100-18-01	STN 76 - 10 Firefighters (1st Contingent) (GAPPED)	10.0	481,412	18,750	54,000	0	554,162
	Previous Decisions Total			10.0	481,412	18,750	54,000	0	554,162
2018 Total				10.0	481,412	18,750	54,000	0	554,162
Grand Total				34.0	1,961,981	74,630	206,540	0	2,243,151



## 2015 - 2018 Draft Capital Projects

Budget\$						Group			
Year	Project #	Title	Ward	Project Type	Development Charges	Infrastructure Reserves	Capital from Taxation	Grand Total	
2015	FR-3508-13	Breathing Apparatus Replacements	City-Wide	Replacement		45,100		45,100	
	FR-3579-15	Smeal Pumper(7973) Refurbishment	City-Wide	Replacement		180,250		180,250	
	FR-3583-15	Reposition Stn 74 Kleinburg Land	W1	Growth	648,550		463,250	1,111,800	
	FR-3588-15	Replace 7966 Rescue Truck	City-Wide	Replacement		628,800		628,800	
	FR-3595-15	Tech Rescue (7978) Refurbishment	City-Wide	Replacement		109,000		109,000	
	FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisions	City-Wide	Replacement		30,000		30,000	
	FR-3614-15	Replace Chief 73 Vehicle 7987	City-Wide	Replacement		45,000		45,000	
2015 Total					648,550	1,038,150	463,250	2,149,950	
2016	FR-3508-13	Breathing Apparatus Replacements	City-Wide	Replacement		45,100		45,100	
	FR-3573-16	Command Vehicle	City-Wide	Growth	60,000			60,000	
	FR-3578-16	Fire Prevention Vehicle	City-Wide	Growth	40,000			40,000	
	FR-3582-16	Reposition Stn 74 Kleinburg Build and Design	W1	Growth	4,062,794		850,206	4,913,000	
	FR-3586-16	Replace 7972 Pumper	City-Wide	Replacement		699,400		699,400	
	FR-3590-16	Replace 7988 Training Vehicle	City-Wide	Replacement		43,600		43,600	
	FR-3592-16	Smeal Aerial 17M(7983) Refurbishment	City-Wide	Replacement		189,000		189,000	
	FR-3593-16	Replace HAZ MAT 7942	City-Wide	Replacement		545,000		545,000	
	FR-3610-16	Replace Aerial 7968 - Smeal 32m	W5	Replacement		800,000		800,000	
	FR-3611-16	Replace 7971 Pumper	City-Wide	Replacement		625,000		625,000	
	FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisions	City-Wide	Replacement		30,000		30,000	
	FR-3617-16	Station #74 Engine Purchase	W1	Growth	675,000			675,000	
2016 Total					4,837,794	2,977,100	850,206	8,665,100	
2017	FR-3508-13	Breathing Apparatus Replacements	City-Wide	Replacement		45,100		45,100	
	FR-3587-17	Replace 7955 Aerial 55 FT	City-Wide	Replacement		703,000		703,000	
	FR-3589-17	Replace 7981 Training Van	City-Wide	Replacement		33,600		33,600	
	FR-3606-17	Station 76 Aerial Purchase	W4	Growth	1,300,000			1,300,000	
	FR-3609-17	Expand Crew Quarters Station 76	W4	Growth	360,000			360,000	
	FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisions	City-Wide	Replacement		30,000		30,000	
	FR-3615-17	Fire Prevention Vehicle Replacement	City-Wide	Replacement		45,000		45,000	
	FR-3616-17	Fire Prevention Vehicle Replacement	City-Wide	Replacement		45,000		45,000	
	FR-3618-17	Station #74 Equipment for Firefighter Purchase	W1	Growth	125,000			125,000	
	FR-3619-17	Engine #74 Equipment Purchase	W1	Growth	120,000			120,000	
	FR-3626-17	Station #74 Furniture and Equipment	W1	Growth	170,000			170,000	
2017 Total					2,075,000	901,700		2,976,700	
2018	FR-3508-13	Breathing Apparatus Replacements	City-Wide	Replacement		45,100		45,100	
	FR-3581-18	Purchase Land for New Station 7-11	W1	Growth	1,111,800			1,111,800	
	FR-3607-18	Aerial 76 Equipment Purchase	W4	Growth	120,000			120,000	
	FR-3608-18	Station 76 Equipment for Firefighter Purchase	W4	Growth	125,000			125,000	
	FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisions	City-Wide	Replacement		30,000		30,000	
2018 Total					1,356,800	75,100		1,431,900	
2019+	FR-3575-19	Station #78 Engine Purchase	W5	Growth	667,300			667,300	
	FR-3576-19	Engine # 78 Equipment Purchase	W5	Growth	242,800			242,800	
	FR-3577-19	Station #78 Equipment for Firefighters Purchase	W5	Growth	123,100			123,100	
2019+ Total					1,033,200			1,033,200	
Grand Total					9,951,344	4,992,050	1,313,456	16,256,850	



CITY OF VAUGHAN

# DRAFT 2015 BUDGET AND 2016-2018 PLAN

*Emergency Planning*

## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

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

The Emergency Planning program is responsible for protecting and promoting public safety through prevention, mitigation, preparedness, response and recovery initiatives that comply with the *Emergency Management and Civil Protection Act* and its Regulations. The program engages in Community Risk Assessment, Critical Infrastructure Identification, Emergency Management Plans and Procedures, Staff Training, Mock Emergency Exercises, Emergency Operations Centre Development and Management, and Public Education.

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

1. Facilitate Vaughan residents and businesses to be educated and informed about emergency procedures and personal safety
2. Ensure that City staff are capable of responding safely and effectively in the event of an emergency

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

1. Promote community safety, health and wellness
  - The Emergency Planning program provides training and education for citizens on prevention, preparedness, and response to emergency situations.
2. Demonstrate excellence in service delivery
  - The Department delivers a wide array of safety programming for citizens such as public education sessions, publications and guides. Additionally, the Department ensures that City staff are adequately prepared for emergencies by providing risk assessments, critical infrastructure identification, and emergency management plans and procedures.
3. Support the professional development of staff
  - The Department provides emergency preparedness training and delivers mock emergency exercises to City staff to ensure that all employees are trained and prepared for emergencies.

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2013	2014 Base	2015	2016	2017	2018
Full Time	1	1	1			
Part Time	0.33	.33				
Overtime						

## 2015-2018 Business Plan

### Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Resources
  - The program is experiencing challenges meeting service demands, operating capacity and resiliency with current resources. The gap in resources may jeopardize City and third party compliance with legislation and affect the organization's ability to efficiently and effectively manage emergencies.
  - Emergency Planner requested for 2015 that will allow for a division of duties and increase Program efficiency.
  - EOC functional review strategy implementation 2013 to 2017 to ensure operating capacity and resiliency of the facility for the Emergency Management Team to respond efficiently and effectively to emergency situations
  - Increased facilitation and support for other departments
  - Needs more resources to enhance public education and outreach

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Growth Management
  - The growth of the City, addition/development of infrastructure and legislated requirements federally and provincially on emergency planning for hazardous materials and long term care facilities require the involvement and support of the Emergency Planning Program.
  - Synchronizing emergency planning with future Hospital implementation
  - Emergency planning and training for the Spadina subway extension
- Severe Weather - Emergency Management Capacity
  - The geographic scale and the degree of impact related to severe weather events have identified that the City needs to enhance efforts to be self-sufficient and self-sustaining as traditional response partnerships and suppliers become over taxed.
  - Developing measures to mitigate the impact of severe weather events on the City

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Demand for public education, population growth, intensification of development, the increase degree of impact of emergencies and expansion of critical infrastructure such as the subway extension and hospital will require greater investment of resources in order to maintain a state of emergency preparedness

## 2015-2018 Business Plan

### Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Maintain a state of emergency readiness	Maintain mandatory emergency management program in compliance with the <i>Emergency Management and Civil Protection Act</i> - Completed	Q4	
Deliver public education based on hazard identification & high risk management	Develop information and products for the PrepE public education initiative - completed	Q4	
	Develop school based public education program & materials – deferred due to ARR not being approved	Q4	
	Provide workshops, advise on exercises, and review emergency plans for business sector - completed	Q4	
Ensure effective continuity of core business functions	Evaluate common operating dashboard in EOC –deferred to 2015 due to need to upgrade software to meet City security standards	Q4	
	Evaluate program to the CSA Z1600 Standard for Emergency Management and Business Continuity	Q4	
2015 Initiatives			
Maintain a state of emergency readiness	Maintain mandatory emergency management program in compliance with the <i>Emergency Management and Civil Protection Act</i>	Q4	
	Develop resources and protocols to assure the City is self-sufficient during an emergency.	Q3	Capital budget request – recommendation in Ice Storm After Action Report
Deliver public education based on hazard identification & high risk management	Develop information and products for the PrepE public education initiative	Q4	Emergency Planner (ARR)
	Develop school based public education program & materials	Q4	
Ensure effective	Develop and evaluate common	Q2	Emergency Planner (ARR),

# Emergency Planning

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
continuity of core business functions	operating dashboard in EOC Investigate using the Cloud for core information and applications		software developer ARR in conjunction with IT
	Conduct a business impact analysis of City services and facilitate development of continuity of operations plans	Q4	
	Develop program to meet CSA Z1600 Standard for Emergency Management and Business Continuity	Q4	
2016 Initiatives			
Maintain a state of emergency readiness	Maintain mandatory emergency management program in compliance with the <i>Emergency Management and Civil Protection Act</i>	Q4	
Deliver public education based on hazard identification & high risk management	Develop information and products for the PrepE public education initiative	Q4	Emergency Planner (ARR)
	Develop school based public education program & materials	Q4	
Ensure effective continuity of core business functions	Implement phase two of the Emergency Operations Centre (EOC) Strategy from the EOC Functional Review:	Q4	Emergency Planner (ARR) Primary and Alternate EOC Telephone Systems (ARR)
	1. Investigate EOC network resiliency systems;	Q4	
	2. Convert 15 VOIP lines in primary EOC to landlines;	Q2	
	3. Replace whiteboards in EOC with sliding multi-panel whiteboards	Q2	
	Develop and equip an alternate EOC site	Q4	
	Evaluate program to meet the CSA Z1600 Standard for Emergency Management and Business Continuity	Q4	
2017 Initiatives			
Maintain a state of emergency readiness	Maintain mandatory emergency management program in compliance	Q4	



# Emergency Planning

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	with the <i>Emergency Management and Civil Protection Act</i>		
Deliver public education based on hazard identification & high risk management	Develop information and products for the PrepE public education initiative	Q4	Emergency Planner (ARR), PrepE public education initiative budget increase (ARR)
	Develop school based public education program & materials	Q4	
Ensure effective continuity of core business functions	Implement phases three and four of the Emergency Operations Centre (EOC) Strategy from the EOC Functional Review	Q2	Emergency Planner (ARR)
	Develop a virtual EOC	Q4	
2018 Initiatives			
Maintain a state of emergency readiness	Maintain mandatory emergency management program in compliance with the <i>Emergency Management and Civil Protection Act</i>	Q4	
Deliver public education based on hazard identification & high risk management	Review, revise and develop public education program and materials	Q4	Emergency Planner (ARR), PrepE public education initiative budget increase (ARR)
Ensure effective continuity of core business functions	Review and revise business impact analysis and continuity of operations plans	Q4	Emergency Planner (ARR)

## 2015-2018 Business Plan

### Business Performance

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

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

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

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Public education / awareness Information distributed	23,140	34,186	45,640	42,530	82,780	82,780
Number of events and workshops*	26	19	19	16	12	12
Number of workshop participants	669	300	417	237	291	210
Number of emergency training participants (exercise and code drills)	300	94	358	231	771	520
<b>EFFECTIVENESS: How well do we do it?</b>						
Number of staff trained	273	235	190	127	1,095	395
Enhancement and lessons learned per exercise and real event	28	41	56	40	27	26 from ice storm Exercise Mayhem TBD on completion and approval of After Action Reports
Percentage of lessons learned and enhancements approved and	95% implemented 5% not feasible due	98% implemented 2% not implemented	91% implemented 2% not feasible	93% implemented 5% deferred to future	81% implemented 19% deferred to	TBD on completion and approval of After

# Emergency Planning

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
implemented	to external resource not available	as budget for item was not approved	2% budget for resource not approved 5% deferred to future budget year	budget year 2% to be implemented by another dept.	future budget years	Action Reports
EOC Operating and Resiliency Capacity Strategy	People, processes	People, processes	People, processes and systems	People, processes and systems	People, processes and systems	People, Processes and systems
Percentage of Department with Emergency Plans	100%	100%	100%	100%	100%	Currently under review
<b>SERVICE QUALITY: Is anyone better off?</b>						
Readiness level of participants (1 to 5 scale) - Percentage rating on scale	4.8	Not measured	4	4.5	4	4
Percentage of CSA Z1600 Standard achieved		71% achieved; 29% to be implemented	71% achieved; 29% to be implemented	76% achieved; 24% to be implemented	80% achieved; 20% to be implemented	77% achieved 23% to be implemented

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- The volume of distributed emergency preparedness information is expected to remain constant
- The number of events, workshops, and participants are expected to remain constant in 2015
- Resiliency of an EOC is measured by its' dynamic structure; including people, processes, equipment, systems and technology. All elements must have secondary measures in terms of devices, systems, processes in which to operate and they are to be considered equally; as well as, the capacity to respond to an incident by means of manual and/or technological methods. The EOC Functional Review identified the need to reach an optimum level of operating capacity and resiliency, thus an implementation strategy was developed.
- Lessons learned from the Ice Storm identified the need to enhance the City's ability to be self-sustaining during emergency events that impact multiple municipalities simultaneous. The Emergency Management Team has recommended a course of action to build emergency management self-sufficiency.

**Department Head Sign-off**

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

**Commissioner Sign-off**

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

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Actual Forecast 2014*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Emergency Planning</b>																
	<b>Labour Costs</b>															
		7010 Full Time	107,635	109,328	109,367	2,187	0	111,554	2,187	2.0%	111,554	0	111,554	0	111,554	0
		7015 Part Time	7,820	8,668	6,469	0	0	6,469	0	0.0%	6,469	0	6,469	0	6,469	0
		7017 Benefits	29,612	30,160	29,940	1,174	0	31,114	1,174	3.9%	31,678	564	32,459	781	33,247	788
		<b>Total Labour Costs</b>	<b>145,068</b>	<b>148,156</b>	<b>145,776</b>	<b>3,361</b>	<b>0</b>	<b>149,137</b>	<b>3,361</b>	<b>2.3%</b>	<b>149,701</b>	<b>564</b>	<b>150,482</b>	<b>781</b>	<b>151,270</b>	<b>788</b>
	<b>Other Expenses</b>															
		7100 Mileage	130	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7105 Membership/Dues/Fees	125	0	150	0	0	150	0	0.0%	150	0	150	0	150	0
		7110 Meals & Meal Allowances	219	425	450	0	0	450	0	0.0%	450	0	450	0	450	0
		7115 Training & Development	8,716	3,915	7,830	0	0	7,830	0	0.0%	7,830	0	7,830	0	7,830	0
		7118 Emergency Exer/EOC	6,100	2,610	11,500	0	(500)	11,000	(500)	(4.3)%	11,000	0	11,000	0	11,000	0
		7119 Public Awareness - Training	10,322	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7120 Telephone Charges	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7122 Cellular Telephones	824	666	700	0	0	700	0	0.0%	700	0	700	0	700	0
		7125 Subscriptions/Publications	432	521	390	0	0	390	0	0.0%	390	0	390	0	390	0
		7130 Seminars & Workshops	425	291	1,170	0	0	1,170	0	0.0%	1,170	0	1,170	0	1,170	0
		7140 Promotion & Education	0	30,065	21,620	0	0	21,620	0	0.0%	21,620	0	21,620	0	21,620	0
		7200 Office Supplies	361	242	980	0	0	980	0	0.0%	980	0	980	0	980	0
		7205 Computer Supplies	0	47	200	0	0	200	0	0.0%	200	0	200	0	200	0
		7211 Computer Hardware/Software	1,683	1,363	1,200	0	300	1,500	300	25.0%	1,500	0	1,500	0	1,500	0
		7222 Printing	1,526	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7300 Protective Clothing/Uniforms	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7335 Small Tools & Equipment	8,214	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7530 Outside Services	0	455	2,430	0	0	2,430	0	0.0%	2,430	0	2,430	0	2,430	0
		7560 Gas/Diesel - Vehicles	381	492	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0	1,000	0
		7630 Wireless/Internet Commun.	0	488	0	0	700	700	700	0.0%	700	0	700	0	700	0
		7699 Sundry Expenses	3,645	2,031	1,500	0	(500)	1,000	(500)	(33.3)%	1,000	0	1,000	0	1,000	0
		7700 Chgs. from Othe Depts.	82	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>43,187</b>	<b>43,611</b>	<b>51,120</b>	<b>0</b>	<b>0</b>	<b>51,120</b>	<b>0</b>	<b>0.0%</b>	<b>51,120</b>	<b>0</b>	<b>51,120</b>	<b>0</b>	<b>51,120</b>	<b>0</b>
<b>Total Emergency Planning</b>			<b>188,255</b>	<b>191,767</b>	<b>196,896</b>	<b>3,361</b>	<b>0</b>	<b>200,257</b>	<b>3,361</b>	<b>1.7%</b>	<b>200,821</b>	<b>564</b>	<b>201,602</b>	<b>781</b>	<b>202,390</b>	<b>788</b>

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

7010 Full Time	Increase to due economic adjustments
7017 Benefits	Increase in relation to salaries and budget guideline increases
7118 Emergency Exer/EOC	Reallocated to Computer Hardware/software and Wireless Communications
7211 Computer Hardware/Software	Reallocated from Emergency Exer/EOC and Sundry
7630 Wireless/Internet Commun.	Reallocated from Emergency Exer/EOC and Sundry
7699 Sundry Expenses	Reallocated to Computer Hardware/software and Wireless Communications

### 2016 Budget Variance Comments

7017 - Benefits	Increase due to benefit rate increase
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### 2017 Budget Variance Comments

7017 - Benefits	Increase due to benefit rate increase
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### 2018 Budget Variance Comments

7017 - Benefits	Increase due to benefit rate increase
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## 2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2015	Supporting Transformation	105-14-04	Emergency Planner (Partial FTE Conversion)	0.4	55,674	2,000	0	6,928	50,746
	<b>Supporting Transformation Total</b>			<b>0.4</b>	<b>55,674</b>	<b>2,000</b>	<b>0</b>	<b>6,928</b>	<b>50,746</b>
<b>2015 Total</b>				<b>0.4</b>	<b>55,674</b>	<b>2,000</b>	<b>0</b>	<b>6,928</b>	<b>50,746</b>
2016	Maintain/Growth	105-16-02	Primary and Alternate EOC Telephone Systems	0.0	0	63,390	0	0	63,390
	<b>Maintain/Growth Total</b>			<b>0.0</b>	<b>0</b>	<b>63,390</b>	<b>0</b>	<b>0</b>	<b>63,390</b>
<b>2016 Total</b>				<b>0.0</b>	<b>0</b>	<b>63,390</b>	<b>0</b>	<b>0</b>	<b>63,390</b>
2017	Supporting Transformation	105-TBD-03	Public Awareness-PrepE Initiative Budget Increase	0.0	0	19,900	25,300	0	45,200
	<b>Supporting Transformation Total</b>			<b>0.0</b>	<b>0</b>	<b>19,900</b>	<b>25,300</b>	<b>0</b>	<b>45,200</b>
<b>2017 Total</b>				<b>0.0</b>	<b>0</b>	<b>19,900</b>	<b>25,300</b>	<b>0</b>	<b>45,200</b>
<b>Grand Total</b>				<b>0.4</b>	<b>55,674</b>	<b>85,290</b>	<b>25,300</b>	<b>6,928</b>	<b>159,336</b>

2015 - 2018 Draft Capital Projects

Budget\$					Group		
Year	Project #	Title	Ward	Project Type	Infrastructure Reserves	Capital from Taxation	Grand Total
2015	EP-0079-15	Emergency Cots and Blankets	City-Wide	Health & Safety		56,779	56,779
	EP-0080-15	EOC Common Operating Dashboard	City-Wide	Technology		32,445	32,445
2015 Total						89,224	89,224
2017	EP-0071-17	Primary and Alternate Emergency Operations Centres	City-Wide	Replacement	68,200	128,910	197,110
2017 Total					68,200	128,910	197,110
Grand Total					68,200	218,134	286,334





CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

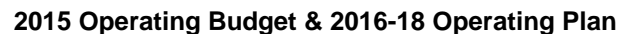
*Commissioner of Finance  
& City Treasurer*

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Comm of Fince & City Treasurer																
Labour Costs																
		7010 Full Time	249,601	268,302	289,398	88,248	0	377,646	88,248	30.5%	394,429	16,783	404,196	9,767	406,730	2,534
		7015 Part Time	0	361	1,330	140	0	1,470	140	10.5%	1,470	0	1,470	0	1,470	0
		7016 Full Time Contracts	0	5,810	5,700	0	0	5,700	0	0.0%	5,700	0	5,700	0	5,700	0
		7017 Benefits	66,893	71,947	77,691	25,569	0	103,260	25,569	32.9%	109,837	6,577	115,405	5,568	118,976	3,571
		7020 Benefits - FT Contract	0	646	519	(519)	0	0	(519)	(100.0)%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>316,495</b>	<b>347,066</b>	<b>374,638</b>	<b>113,438</b>	<b>0</b>	<b>488,076</b>	<b>113,438</b>	<b>30.3%</b>	<b>511,436</b>	<b>23,360</b>	<b>526,771</b>	<b>15,335</b>	<b>532,876</b>	<b>6,105</b>
Other Expenses																
		7060 PCard	0	260	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7100 Mileage	116	73	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7103 407-ETR Toll Charges	70	153	250	0	0	250	0	0.0%	250	0	250	0	250	0
		7105 Membership/Dues/Fees	1,642	1,833	1,500	0	900	2,400	900	60.0%	2,400	0	2,400	0	2,400	0
		7110 Meals & Meal Allowances	780	1,694	1,500	0	0	1,500	0	0.0%	1,500	0	1,500	0	1,500	0
		7115 Training & Development	692	500	500	0	1,000	1,500	1,000	200.0%	1,500	0	1,500	0	1,500	0
		7122 Cellular Telephones	798	589	1,060	0	410	1,470	410	38.7%	1,470	0	1,470	0	1,470	0
		7125 Subscriptions/Publications	0	74	590	0	0	590	0	0.0%	590	0	590	0	590	0
		7130 Seminars & Workshops	0	1,500	1,500	0	0	1,500	0	0.0%	1,500	0	1,500	0	1,500	0
		7140 Promotion & Education	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7200 Office Supplies	88	170	500	0	775	1,275	775	155.0%	1,275	0	1,275	0	1,275	0
		7205 Computer Supplies	408	839	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7210 Office Equip. & Furniture	0	540	540	0	0	540	0	0.0%	540	0	540	0	540	0
		7211 Computer Hardware/Software	388	1,321	940	0	0	940	0	0.0%	940	0	940	0	940	0
		7220 Copiers, Faxes and Supplies	0	566	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7311 Renovations	0	777	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7315 Vehicle Maintenance & Repairs	0	97	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7415 Rental, Leases - Vehicles	8,595	8,945	8,600	0	0	8,600	0	0.0%	8,600	0	8,600	0	8,600	0
		7520 Professional Fees	0	18,062	12,460	0	380	12,840	380	3.0%	12,840	0	12,840	0	12,840	0
		7560 Gas/Diesel - Vehicles	2,304	3,925	4,000	0	2,000	6,000	2,000	50.0%	6,120	120	6,242	122	6,367	125
		7630 Wireless/Internet Commun.	265	490	400	0	(400)	0	(400)	(100.0)%	0	0	0	0	0	0
		7699 Sundry Expenses	339	140	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7790 Trsf. to Expend Res	0	(18,062)	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>16,486</b>	<b>24,488</b>	<b>34,340</b>	<b>0</b>	<b>5,065</b>	<b>39,405</b>	<b>5,065</b>	<b>14.7%</b>	<b>39,525</b>	<b>120</b>	<b>39,647</b>	<b>122</b>	<b>39,772</b>	<b>125</b>
<b>Total Comm of Fince &amp; City Treasurer</b>			<b>332,981</b>	<b>371,554</b>	<b>408,978</b>	<b>113,438</b>	<b>5,065</b>	<b>527,481</b>	<b>118,503</b>	<b>29.0%</b>	<b>550,961</b>	<b>23,480</b>	<b>566,418</b>	<b>15,457</b>	<b>572,648</b>	<b>6,230</b>

\* Note: 2014 Actual Forecast is for reference purpose only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.





CITY OF VAUGHAN

# DRAFT 2015 BUDGET AND 2016-2018 PLAN

*Development Finance & Investments*

## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

The Development Finance & Investments Department provides financial management functions with respect to the administration and collection of development charges, provision of advice on growth-related infrastructure financing, internal and external financial reporting, and investment of surplus revenues permitted within the City's Investment Policy and current legislation.

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

#### Development Finance

- Creation, presentation and monitoring of the City's Development Charge Background Study
- Ongoing assessment and collection of City, Regional and School Board Development Charges
- Collection and monitoring of development related cash and letter of credit securities
- Negotiation, financial compliance review and ongoing financial monitoring of the City's growth related infrastructure and development related agreements
- Provision of advice to Departments, Senior Management Team and Council on growth related financial issues and strategies
- Assess the financial impacts associated with growth and intensification

#### Investments

- Creation and updating of the City's short term and long term cash flow forecasts
- Recommending updates to the City's Investment Policy to ensure compliance with legislation and to optimize opportunities in response to changes in economic environment
- Investment of the City's cash surplus in both short and long term opportunities to maximize return
- Maintaining appropriate accounting records of investment transactions to adhere to PSAB requirements

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

1. Helping to ensure that the costs of growth are balanced with the needs and interests of the City, while working within the framework of existing legislation
2. Ensuring that development finance processes are responsive to the development industry's needs in a high growth and fast paced environment
3. Optimizing the management of cash balances to ensure a sufficient level of liquidity for operating and capital requirements
4. Ensuring that a maximum return is sought on financial investments contributing to an improved financial position

## 2015-2018 Business Plan

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

1. Demonstrate Excellence in Service Delivery
  - The Department advises other City departments with the financial aspects of development and infrastructure agreements to minimize risk to the corporation
2. Ensure Financial Sustainability
  - The Department is responsible for assessing and effectively managing the City's cash flow and optimizing the City's investment portfolio to safeguard the financial assets of the corporation
3. Manage Growth and Economic Well Being
  - The Department provides strategic advice on growth-related financial issues and economic development programs to mitigate corporate risk while facilitating growth

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2013	2014 Base	2015	2016	2017	2018
Full Time	5	6			1.0	1.0
Part Time				0.69		
Overtime						

## Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

### **Strengths**

- Internal/external customer service: positive working relationships with internal departments and development industry
- In depth staff knowledge and competencies in the area of development finance
- In depth staff knowledge and competencies in the area of investment management

### **Weaknesses**

- Working towards process automation, but still many manual procedures
- Lack of resources resulting in less responsive customer service than desired
- Lack of resources to support a long term investment program

### **Challenges/Constraints**

- Increasing workload and complexity due to VMC development files
- Increasing volumes of building security administration due to past growth
- Increasing work volume related to development finance analytics
- Increasing demand for economic development incentives related to Development Charges as urbanized growth comes to fruition
- Increasing need to develop and implement a long term investment and cash management program



## 2015-2018 Business Plan

### **Key Success Factors**

- Streamlining of administrative processes for efficiency and customer service optimization
- Solid cash flow forecast to optimize investment strategy
- Analytic availability in order to mitigate corporate risk with regard to development/infrastructure agreements
- Enhanced management reporting and monitoring

### **Key Risk Factors**

- Increasing administrative requirements beyond staffing capacity due to volume of growth
- External (global) economic environment affecting potential investment returns
- Timing of intensification and legislative changes to growth related funding mechanisms

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Opportunity for a short-term strategy to increase investment income in response to interest fluctuations
- Development of long-term investment strategy aligned to projected cash flows linked to multi-year budgets & Development Charge background study
- Automate and review processes for efficiencies
- Monitoring & tracking Development Charge revenues & expenses
- Increasing number of public inquires due to population increase and new policies
- Challenges to automate work done manually in conjunction with other departments (ITM/Building Standards)
- Increasing demand from development industry for economic related incentives for specific building projects (e.g. office developments)
- Increased administration involved in special area charge by-laws
- Increasing complexity of development and infrastructure related agreements
- Changing forms of development (from low density to high density), which serves to increase complexity of administration and financial risks

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Impacts of financial risk in negotiating development agreements, DC by-laws and infrastructure agreements are on a case by case basis, but could range from thousands to tens of millions in lost DC revenues and/or tax impacts.
- Worldwide financial and economic instability has created a low interest rate environment impacting interest income revenue. It is uncertain when the economy will recover and when interest rates will rise.
- Additional staff resource requirements to deal with increasing volume of activities related to growth and long term investment/cash management program

## 2015-2018 Business Plan

### Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Ensuring Financial Sustainability	Full implementation of Investment Strategy for short term and long term investments, 2 <sup>nd</sup> phase update of Investment Policy and implementation of investment/cash monthly reporting	Q1	Yes
Ensuring Financial Sustainability	Creation and implementation of a Development Security Policy and map current Security processes	Q2	
Ensuring Financial Sustainability and Managing Growth	Investigate, recommend and implement a Special Area Development Charge in the VMC Area	Q2	
Ensuring Financial Sustainability and Managing Growth	Provide development finance analytical support to the following initiatives: CIP development, North Maple Regional Park Funding Strategy, Black Creek Financial Strategy, Streetscaping Master Plan, Block 27/41 development.	Q4	
<b>2016 Initiatives</b>			
Manage Growth and Economic Well Being	Support on full implementation of the proposed Community Improvement Plan.	Q2	
Ensuring Financial Sustainability	Explore opportunity for financially related agreement indexing / repository of information	Q3	
Demonstrate Excellence in Service Delivery	Work in collaboration with other Departments and Financial Planning & Analytics to update/monitor/track DC capital program and DC service level inventory	Q3	
Demonstrate Excellence in Service Delivery	Examine customer facing processes and turnaround times on development related issues and implement changes as necessary. Also provide support on implementation of POS.	Q4	Yes

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2017 Initiatives</b>			
Ensure a High Performance Organization	Provide financial advice/support to the updating of the City's Transportation Master Plan and Active Together Master Plan	Q2	
Ensuring Financial Sustainability	Comprehensive review and recommendations for of all "old" development related securities and related files	Q2	
Ensuring Financial Sustainability	Begin process to update Development Charge by-laws	Q3	
<b>2018 Initiatives</b>			
Ensuring Financial Sustainability	Full project management lead and update of the 2018 Development Charge Background Study and By-laws.	Q1	
Ensure a High Performance Organization	Full review of Investment/ Cash Management Strategy and Policy and recommend any necessary updates.	Q1	
Manage Growth and Economic Well Being	Lead review of all administrative, policy and economic issues found within the Development Charge By-laws for updating in 2018.	Q2	
Ensuring Financial Sustainability	Lead stakeholder negotiations of Development Charge By-law update and support in preparation of legal defense as necessary.	Q2	

## 2015-2018 Business Plan

### Business Performance

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

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

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

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Number of Development Related Agreements reviewed for Financial Implications per Annum	90	98	79	115	119	125
Number of Development Applications reviewed per Annum	263	286	308	294	245	260

# Development Finance and Investment

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
Number of Development Securities Administered Per Annum	1,643	2,085	3,481	3,868	4,059	4,200
Dollar Value of Development Charges Collected/processed Per Annum – Total*	\$58,066,735.98	\$68,210,676.49	\$45,467,861.22	\$49,229,391.06	\$45,756,243.98	48,000,000
<b>EFFECTIVENESS: How well do we do it?</b>						
Book and Market Values – Short Term Portfolio*				\$144,000,000	\$237,500,000	
Book and Market Values – Long Term Portfolio*				\$76,664,566	\$57,153,751	
Earned Income on Short and Long Term Portfolios*				ST= \$5,067,735 LT= \$4,132,432 PSN = \$4,866,748	ST= \$5,919,321 LT= \$3,069,281 PSN = \$4,830,803	
Differences in Short Term Market Yield vs. Bank of Canada 91-Day T-Bill)*				0.37%	0.36%	
<b>SERVICE QUALITY: Is anyone better off?</b>						

\*Investment income related indices/data are currently being collected and analyzed to help inform estimates. Given the current status of the data and uncertainty in the economic environment no 2014 estimates have been provided, however it is anticipated that these forecasting abilities will be developed for 2015

## 2015-2018 Business Plan

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- Interest rates continue to remain low due to global economic uncertainty; despite this, Vaughan's investments continue to remain relatively competitive.
- Development related indicators are heavily correlated with Building Permit activity in the City. This activity level is also dependent on the economic environment and hence there is a slow recovery from the 2008 economic crisis. Development activity is beginning to reach pre-2008 levels once again, but Development Charge related results are also affected by updates to the both the Regional and City By-laws as well as associated transition measures provided.
- Many indicators are new for 2014/2015 and therefore historical data is not available. "Differences in Long Term Market Yield vs. a Blended DEX Index" will be added for the 2016 business planning period.



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**Department Head Sign-off****Date (mm/dd/yy)**

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**Commissioner Sign-off****Date (mm/dd/yy)**

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Development Finance &amp; Investments</b>																
	<b>Revenue</b>															
		3513 Investment Income	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3578 Administrative Fee Revenue	9,289	6,000	10,000	(8,000)	0	2,000	(8,000)	(80.0)%	2,000	0	2,000	0	2,000	0
		3618 Dept. Misc. Revenues	3,515	2,552	2,000	0	0	2,000	0	0.0%	2,000	0	2,000	0	2,000	0
		<b>Total Revenue</b>	<b>12,803</b>	<b>8,552</b>	<b>12,000</b>	<b>(8,000)</b>	<b>0</b>	<b>4,000</b>	<b>(8,000)</b>	<b>(66.7)%</b>	<b>4,000</b>	<b>0</b>	<b>4,000</b>	<b>0</b>	<b>4,000</b>	<b>0</b>
	<b>Labour Costs</b>															
		7010 Full Time	351,074	448,702	539,149	33,209	0	572,358	33,209	6.2%	584,963	12,605	593,736	8,773	595,298	1,562
		7015 Part Time	3,283	9,720	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	94,409	121,213	144,494	11,760	0	156,254	11,760	8.1%	162,620	6,366	169,216	6,596	173,828	4,612
		<b>Total Labour Costs</b>	<b>448,767</b>	<b>579,635</b>	<b>683,643</b>	<b>44,969</b>	<b>0</b>	<b>728,612</b>	<b>44,969</b>	<b>6.6%</b>	<b>747,583</b>	<b>18,971</b>	<b>762,952</b>	<b>15,369</b>	<b>769,126</b>	<b>6,174</b>
	<b>Other Expenses</b>															
		7100 Mileage	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7105 Membership/Dues/Fees	1,597	2,621	3,800	0	0	3,800	0	0.0%	3,800	0	3,800	0	3,800	0
		7110 Meals & Meal Allowances	43	231	146	0	150	296	150	102.7%	296	0	296	0	296	0
		7115 Training & Development	2,567	1,556	3,246	0	530	3,776	530	16.3%	3,776	0	3,776	0	3,776	0
		7122 Cellular Telephones	636	769	1,000	0	(300)	700	(300)	(30.0)%	700	0	700	0	700	0
		7130 Seminars & Workshops	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7200 Office Supplies	1,763	791	1,130	0	(380)	750	(380)	(33.6)%	750	0	750	0	750	0
		7205 Computer Supplies	129	570	570	0	0	570	0	0.0%	570	0	570	0	570	0
		7210 Office Equip. & Furniture	2,971	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7211 Computer Hardware/Software	3,166	11,342	27,500	(500)	0	27,000	(500)	(1.8)%	27,000	0	27,000	0	27,000	0
		7222 Printing	1,033	962	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7226 Courier Services	120	62	200	0	0	200	0	0.0%	200	0	200	0	200	0
		7520 Professional Fees	0	3,657	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7531 Service Contracts	151	86	200	0	0	200	0	0.0%	200	0	200	0	200	0
		7699 Sundry Expenses	25	242	470	0	0	470	0	0.0%	470	0	470	0	470	0
		7700 Chgs. from Othe Depts.	20	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>14,221</b>	<b>22,890</b>	<b>38,262</b>	<b>(500)</b>	<b>0</b>	<b>37,762</b>	<b>(500)</b>	<b>(1.3)%</b>	<b>37,762</b>	<b>0</b>	<b>37,762</b>	<b>0</b>	<b>37,762</b>	<b>0</b>
<b>Total Development Finance &amp; Investments</b>			<b>450,185</b>	<b>593,973</b>	<b>709,905</b>	<b>52,469</b>	<b>0</b>	<b>762,374</b>	<b>52,469</b>	<b>7.4%</b>	<b>781,345</b>	<b>18,971</b>	<b>796,714</b>	<b>15,369</b>	<b>802,888</b>	<b>6,174</b>

\* Note: 2014 Actual Forecast is for reference purpose only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

[illegible]

2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2016	Maintain/Growth	077-16-01	Treasury Clerk	0.7	47,207	3,700	2,500	53,407	0
2016 Total	Maintain/Growth Total			0.7	47,207	3,700	2,500	53,407	0
				0.7	47,207	3,700	2,500	53,407	0
				0.7	47,207	3,700	2,500	53,407	0
2017	Maintain/Growth	077-17-01	Development Finance Coordinator	1.0	92,379	1,700	12,500	0	106,579
2017 Total	Maintain/Growth Total			1.0	92,379	1,700	12,500	0	106,579
				1.0	92,379	1,700	12,500	0	106,579
				1.0	92,379	1,700	12,500	0	106,579
2018	Supporting Transformation	077-18-01	Manager of Development Finance - Special Projects	1.0	141,325	2,500	3,000	0	146,825
2018 Total	Supporting Transformation Total			1.0	141,325	2,500	3,000	0	146,825
				1.0	141,325	2,500	3,000	0	146,825
				1.0	141,325	2,500	3,000	0	146,825
Grand Total				2.7	280,911	7,900	18,000	53,407	253,404

2015 - 2018 Draft Capital Project Listing

Year	Project #	Title	Ward	Project Type	Development Charges	Capital from Taxation	Grand Total
2015	DI-0075-15	Development Charges Background Studies - City-Wide Preliminary andNew SACs	City-Wide	Growth	71,250	3,750	75,000
2015 Total					71,250	3,750	75,000
2017	DI-0075-15	Development Charges Background Studies - City-Wide Preliminary andNew SACs	City-Wide	Growth	213,750	11,250	225,000
2017 Total					213,750	11,250	225,000
Grand Total					285,000	15,000	300,000



CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*City Financial Services*



## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

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

The Financial Services Department provides services to a variety of internal and external stakeholders across three business units. The Taxation & Property Assessment unit provides property tax billing, collection and property assessment-base management under the jurisdiction of multiple provincial statutes. The Accounting & Financial Reporting unit provides processing and payment of the City's accounts payable, corporate accounting services and financial reporting. The Water, Wastewater, Storm and Cashier Services unit provides services to ensure the safe and reliable collection of funds from internal and external users as well as financial accounting and financial and managerial reporting. This section is also responsible for establishing user rates, the oversight of the joint service agreement with PowerStream for billing and payroll, new subdivision recovery and Ministry of the Environment reporting and rate studies.

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

1. Taxation: Protect the assessment base to ensure effective, reliable, and timely billing and collection of tax revenues
2. Accounting: Effective Accounts Receivable & Payable processes and accurate financial reporting
3. Cashier Services: Effective and reliable collection of internal and external funds

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

1. Demonstrate Excellence in Service Delivery
  - Cashier Services staff engage the public daily to collect payments in a professional manner. Taxation & Property Assessment ensure that the collection of taxes is performed to a high standard of service quality.
  - Supporting departments with the financial aspects of their delivery models
2. Ensure Financial Sustainability
  - Accounting & Financial Reporting provide processing and payment of the City's accounts payable, Corporate accounting services and financial reporting, ensuring that the City's finances are well administered and managed.
  - Multi-year water and waste water financial sustainability plans
3. Ensure a High Performing Organization
  - Staff are committed to continuously improving business processes and practices necessary to support departments and residents

## 2015-2018 Business Plan

### **Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

#### **City Financial Service**

	2013	2014 Base	Additional Resource Requests			
	2013	2014 Base	2015	2016	2017	2018
Full Time	1	1	1	0	0	0
Part Time	N/A	N/A	0	0	0	0
Overtime	N/A	N/A	0	0	0	0

#### **Tax Assessment**

	2013	2014 Base	Additional Resource Requests			
	2013	2014 Base	2015	2016	2017	2018
Full Time	13	13	0	0	0	0
Part Time	0.69	0.69	(0.69)	0	0	0
Overtime	\$10,230	\$10,230	0	0	0	0

#### **Accounting & Financial Reporting**

	2013	2014 Base	Additional Resource Requests			
	2013	2014 Base	2015	2016	2017	2018
Full Time	12	12	0	0	0	0
Part Time	2.51	2.51	0	0	0	0
Overtime	\$7,830	\$7,830	0	0	0	0

#### **Cashier Services**

	2013	2014 Base	Additional Resource Requests			
	2013	2014 Base	2015	2016	2017	2018
Full Time	2	2.4	0	0	0	0
Part Time	0.5	0.0	0	0	0	0
Overtime	\$1,450	\$1,225	0	0	0	0

Note: At this point in time future resource requirements are undetermined as system assessments and P2P strategies are underway. Further adjustments may be required through budget deliberations or the 2015 financial planning process.

## Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

#### **Strengths**

- Dynamic and efficient staff
- Long-term staff that are knowledgeable and skilled
- The P-Card system has streamlined the lower value invoice payment process

#### **Areas of Development**

- Current & future demand on existing staffing resources and analytical support
- Succession planning is required to ensure skills and knowledge are retained
- Greater analytical support is required facilitate demand and changing business requirements
- Further prioritization of effort is required as corporate initiatives escalate
- System enhancements are needed to generate process and reporting efficiencies i.e. Taxation, AP, Point of sale, etc.

## 2015-2018 Business Plan

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Staffing & resources have not kept pace with growth, increasing work load and work pressures
- Impending retirements will create knowledge loss without proper succession planning
- Scope ability of systems to provide monthly reporting and metrics pending managerial review
- Taxation:
  - Automation of current manual practices is essential
  - Potential changes in legislation could impact processes
  - A younger demographic will increase the number for on-line and pre-authorized payments
  - Greater visibility to MPACs property value and growth assessment is critical for future planning and protection of the assessment base.
  - Growth continues to increase the volume of issued tax bills and potential arrears to be collected.
- Accounting:
  - Future impact of Freedom of Information requests on existing staff time and resources
  - Additional staff for analytical roles are required to ensure optimal segregation of duties
  - Additional government or PSAB mandated reporting requirements
- Cashier Services:
  - Maintaining customer service levels while managing increased volume of service requests by promoting electronic payment and pre-authorized payment to reduce in-person service

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Investment in process, system and reporting enhancements
- Potential resources to support analytical and corporate project requirements
- Future tax revenue stream may normalize due to lower future population growth

## 2015-2018 Business Plan

### Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Improve the Efficiency & Effectiveness	Work with ICI regarding Point-of-Sale system and a revenue stream review	Q3	Staff secondment required
	JDE System functionality assessment to determine priority areas of utilization or development	Q1	Professional fees to conduct the review
	Review of internal reporting and metrics	Q2	In-house
	Continue to work on procure to pay (P2P) recommendations and strategy	Q1-Q4	Yes – strategy to be developed
	Enhance taxation forecasting and MPAC reconciliation	Q3	In-house
	To provide support on the Capital Asset Management Project	TBA	TBD
	Support operations with the Storm Water Rate study	TBA	Consultants Approved
<b>2016 Initiatives</b>			
Improve the Efficiency of Financial Services	JDE Software Upgrade	TBA	ITM will lead the project Staff secondment required
Improve the Efficiency of Financial Services	To provide support on the Capital Asset Management Project	TBA	
<b>2017 Initiatives</b>			
Improve the Efficiency of Financial Services	General Ledger Restructuring	Q3	
Ensure an Effective Tax Billing & Collection Process	Work with ITM and ICI on the Development of a RFP for the replacement of the property tax billing system	Q2	Funding to be approved in 2017- staff secondment required
<b>2018 Initiatives</b>			
Ensure an Effective Tax Billing & Collection Process	Implement the new property tax system including testing and training	Q1	Staff secondment required

## 2015-2018 Business Plan

### Business Performance

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

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

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

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Tax Levied – amount	\$595M	\$620M	\$649M	\$680M	\$705M	\$726M
Tax Levied - # of tax bills	86,000	90,000	92,000	95,000	98,000	101,000
# of Tax Bills per FTE	6,287	6,556	6,754	6,952	7,174	7426
# of EHO applications per FTE		1,480	1,507	1,529	1,605	1650
Total # of AP Invoices Processed per FTE	45,580	45,152	45,926	45,594	44,400	41,590
Total # of AR Invoices Processed per FTE	1,638	1,668	1,851	1,516	1,551	1,600
<b>EFFECTIVENESS: How well do we do it?</b>						
Receivables Percentage	8.2%	7.4%	6.3%	5.1%	5.7	5.5
Assessment Growth		3.05%	3.17%	3.50%	2.75%	2.0%
% of all AR over 90 Days*	0.90%	8.00%	3.5%	2.5%	1.75%	1.75%
<b>SERVICE QUALITY: Is anyone better off?</b>						
PAP Participation Rate	21.90%	23.22%	24.69%	25.99%	27.29%	28.50%

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- Number of tax bills and total levied taxes expected to continue increasing gradually
- PAP Participation is anticipated to grow consistently over time
- Accounts Payable and Invoices Receivable will continue to experience modest growth



# Financial Services

## 2015-2018 Business Plan

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**Department Head Sign-off**

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

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**Commissioner Sign-off**

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



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Finance</b>																
	<b>Revenue</b>															
		3511 Service Charges	589,132	483,245	497,838	24,366	0	522,204	24,366	4.9%	523,460	1,256	527,641	4,181	545,221	17,580
		3522 Trsf. fm Res. & Res. Funds	0	8,750	37,892	(37,892)	0	0	(37,892)	(100.0)%	0	0	0	0	0	0
		3574 Rev. fm Recov. Expenses	67,100	115,482	59,925	2,020	0	61,945	2,020	3.4%	63,535	1,590	63,735	200	63,935	200
		3618 Dept. Misc. Revenues	35	53	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>656,267</b>	<b>607,530</b>	<b>595,655</b>	<b>(11,506)</b>	<b>0</b>	<b>584,149</b>	<b>(11,506)</b>	<b>(1.9)%</b>	<b>586,995</b>	<b>2,846</b>	<b>591,376</b>	<b>4,381</b>	<b>609,156</b>	<b>17,780</b>
	<b>Labour Costs</b>															
		7010 Full Time	1,947,665	2,058,655	2,130,435	6,017	0	2,136,452	6,017	0.3%	2,152,623	16,171	2,157,861	5,238	2,157,861	0
		7012 Overtime	5,359	5,026	19,285	1,445	0	20,730	1,445	7.5%	20,730	0	20,730	0	20,730	0
		7015 Part Time	92,391	120,786	142,319	1,922	0	144,241	1,922	1.4%	144,241	0	144,241	0	144,241	0
		7016 Full Time Contracts	51,639	23,452	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	532,466	579,463	590,387	13,248	0	603,635	13,248	2.2%	619,062	15,427	635,762	16,700	651,146	15,384
		7020 Benefits - FT Contract	5,061	2,334	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>2,634,581</b>	<b>2,789,716</b>	<b>2,882,426</b>	<b>22,632</b>	<b>0</b>	<b>2,905,058</b>	<b>22,632</b>	<b>0.8%</b>	<b>2,936,656</b>	<b>31,598</b>	<b>2,958,594</b>	<b>21,938</b>	<b>2,973,978</b>	<b>15,384</b>
	<b>Other Expenses</b>															
		7100 Mileage	399	1,117	1,815	0	0	1,815	0	0.0%	1,815	0	1,815	0	1,815	0
		7105 Membership/Dues/Fees	4,622	4,715	5,300	1,000	0	6,300	1,000	18.9%	6,300	0	6,300	0	6,300	0
		7110 Meals & Meal Allowances	147	690	1,240	0	0	1,240	0	0.0%	1,240	0	1,240	0	1,240	0
		7115 Training & Development	2,770	6,515	10,760	0	11,100	21,860	11,100	103.2%	21,860	0	21,860	0	21,860	0
		7122 Cellular Telephones	1,961	1,914	2,185	0	325	2,510	325	14.9%	2,510	0	2,510	0	2,510	0
		7125 Subscriptions/Publications	897	933	1,360	0	0	1,360	0	0.0%	1,360	0	1,360	0	1,360	0
		7130 Seminars & Workshops	987	2,892	3,150	0	0	3,150	0	0.0%	3,150	0	3,150	0	3,150	0
		7135 Advertising	6,189	6,084	6,740	0	0	6,740	0	0.0%	6,740	0	6,740	0	6,740	0
		7200 Office Supplies	12,390	8,865	13,680	0	500	14,180	500	3.7%	14,180	0	14,180	0	14,180	0
		7201 Conferences	0	1,268	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7205 Computer Supplies	2,195	1,421	3,310	0	0	3,310	0	0.0%	3,310	0	3,310	0	3,310	0
		7210 Office Equip. & Furniture	2,969	2,998	5,320	0	1,000	6,320	1,000	18.8%	6,320	0	6,320	0	6,320	0
		7211 Computer Hardware/Software	3,620	7,559	19,740	0	0	19,740	0	0.0%	19,740	0	19,740	0	19,740	0
		7215 Mtce. & Repairs - Equip	0	139	750	0	0	750	0	0.0%	750	0	750	0	750	0
		7220 Copiers, Faxes and Supplies	22,814	19,404	26,290	0	1,700	27,990	1,700	6.5%	27,990	0	27,990	0	27,990	0
		7222 Printing	22,917	31,681	36,960	0	250	37,210	250	0.7%	37,210	0	37,210	0	37,210	0
		7226 Courier Services	5,730	4,143	6,500	0	750	7,250	750	11.5%	7,250	0	7,250	0	7,250	0
		7331 Contractor & Contractor Mat.	32,643	44,809	30,650	0	0	30,650	0	0.0%	30,650	0	30,650	0	30,650	0
		7333 Contract Services	4,546	4,070	4,730	0	4,050	8,780	4,050	85.6%	8,780	0	8,780	0	8,780	0
		7350 Armoured Courier Services	17,672	21,352	20,400	200	0	20,600	200	1.0%	20,815	215	21,020	205	21,020	0
		7400 Bank Charges	0	1,334	5,330	0	0	5,330	0	0.0%	5,330	0	5,330	0	5,330	0
		7410 Rental, Leases - Equipment	733	729	750	0	0	750	0	0.0%	750	0	750	0	750	0
		7520 Professional Fees	80,491	31,039	47,000	0	(18,650)	28,350	(18,650)	(39.7)%	28,350	0	28,350	0	28,350	0
		7531 Service Contracts	15,717	22,950	22,849	0	0	22,849	0	0.0%	22,849	0	22,849	0	22,849	0
		7699 Sundry Expenses	6,382	1,728	6,498	10	(1,025)	5,483	(1,015)	(15.6)%	5,508	25	5,528	20	5,528	0
		7700 Chgs. from Othe Depts.	128	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7712 Joint Serv. Recovery - Library	(44,025)	(43,511)	(44,562)	0	0	(44,562)	0	0.0%	(44,562)	0	(44,562)	0	(44,562)	0
		<b>Total Other Expenses</b>	<b>204,891</b>	<b>186,840</b>	<b>238,745</b>	<b>1,210</b>	<b>0</b>	<b>239,955</b>	<b>1,210</b>	<b>0.5%</b>	<b>240,195</b>	<b>240</b>	<b>240,420</b>	<b>225</b>	<b>240,420</b>	<b>0</b>
<b>Total Finance</b>			<b>2,183,205</b>	<b>2,369,026</b>	<b>2,525,516</b>	<b>35,348</b>	<b>0</b>	<b>2,560,864</b>	<b>35,348</b>	<b>1.4%</b>	<b>2,589,856</b>	<b>28,992</b>	<b>2,607,638</b>	<b>17,782</b>	<b>2,605,242</b>	<b>(2,396)</b>

\* Note: 2014 Actual Forecast is for reference purpose only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
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### 2015 Budget Variance Comments

3511 Service Charges	Increase reflects guidelines and Council Approved user fee rates
3522 Trsf. fm Res. & Res. Funds	Decrease due to removal of shared 0.60FTE offset from WTR/WW/STMWT
3574 Rev. frm Recov. Expenses	Increase reflects guidelines and Council Approved user fee rates
7010 Full Time	Increase due to economic adjustment \$43k offset by projected replacement at a lower rate \$6K and removal of WTR/WW/STMWT shared 0.60FTE \$31K
7012 Overtime	Increase due to market adjusted rate increases
7015 Part Time	Increase due to market adjusted rate increases
7017 Benefits	Increase in relation to salaries and benefit rate change
7105 Membership/Dues/Fees	Allowable increase due to membership requirement for a vacant position
7115 Training & Development	Reallocated from various accounts
7122 Cellular Telephones	Reallocated from various accounts
7200 Office Supplies	Reallocated from various accounts
7210 Office Equip. & Furniture	Reallocated from various accounts
7220 Copiers, Faxes and Supplies	Reallocated to various accounts
7222 Printing	Reallocated from various accounts
7226 Courier Services	Reallocated from various accounts
7333 Contract Services	Reallocated from various accounts
7350 Armoured Courier Services	Increase due to price increase of 1%
7520 Professional Fees	Reallocated to various accounts
7699 Sundry Expenses	Reallocated to various accounts and 2014 ARR Cashier/Water offset budget impact

### 2016 Budget Variance Comments

3511 Service Charges	Increase reflects council approved user fee rates
3574 Rev. frm Recov. Expenses	Increase reflects council approved user fee rates
7010 Full Time	Increase due to progression
7017 Benefits	Increase due to progression and benefit rate adjustment
7350 Armoured Courier Services	Increase due to price increase
7699 Sundry Expenses	2014 ARR Cashier/Water offset budget impact

### 2017 Budget Variance Comments

3511 Service Charges	Increase reflects council approved user fee rates
3574 Rev. frm Recov. Expenses	Increase reflects council approved user fee rates
7010 Full Time	Increase due to progression
7017 Benefits	Increase due to progression and benefit rate adjustment
7350 Armoured Courier Services	Increase due to higher price
7699 Sundry Expenses	2014 ARR Cashier/Water offset budget impact

### 2018 Budget Variance Comments

3511 Service Charges	Increase reflects council approved user fee rates
3574 Rev. frm Recov. Expenses	Increase reflects council approved user fee rates
7017 Benefits	Increase due to benefit rate adjustment

2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values		Continuous Costs	One-time Costs	Offsets	Net Impact
				FTE	Labour Costs				
2015	Supporting Transformation	070-15-01	Finance Depts - Administrative Assistance	1.0	82,417	700	5,230	0	88,347
		070-15-02	Accts Payable Implementation (P2)	0.3	108,439	23,500	15,000	36,322	110,617
	Supporting Transformation Total			1.3	190,856	24,200	20,230	36,322	198,964
2015 Total				1.3	190,856	24,200	20,230	36,322	198,964
Grand Total				1.3	190,856	24,200	20,230	36,322	198,964

2015 - 2018 Draft Capital Project Listing

Year	Project #	Title	Ward	Project Type	Capital from Taxation	Grand Total
2017	FI-0073-17	New Property Tax System	City-Wide	Replacement	154,500	154,500
2017 Total					154,500	154,500
Grand Total					154,500	154,500



CITY OF VAUGHAN

# DRAFT 2015 BUDGET AND 2016-2018 PLAN

*Financial Planning & Analytics*

## 2015-2018 Business Plan

### Business Overview

#### Service Statement:

The Financial Planning & Analytics Department provides financial management functions to assist and support the City in financial decision-making, management of funds and compliance with statutory requirements. This involves a number of core activities including: financial policy development, operating and capital budgeting and forecasting, reserve and debt management, capital program accounting and payments, external grant procurement, special projects and activity costing, asset management and tangible capital asset (TCA) reporting, audit compliance and financial monitoring, etc. These activities are essential to ensure the City is able to make well informed financial and strategic decisions

#### Key Outcomes & Results:

1. Ensure the responsible management of public funds through policy and budget recommendations, ensuring a balanced budget
2. Provide financial guidance and support to internal clients
3. Monitor budget and financial policy compliance
4. Contribute to successful audited financial statements

#### Link to Vaughan Vision 2020:

As a support department, core business activities assist all City departments in achieving their strategic priorities and service delivery objectives. However, the department consistently reinforces the Organizational Excellence goal through its strong linkages to the following strategic themes and initiatives:

1. Ensure Financial Sustainability
  - Provide advanced awareness of financial implications and future challenges
  - Develop and administer policies to safeguard and improve the City's financial state e.g. Financial Master Plan, multi-year budgeting, reserve targets, grant funding administration, etc.
2. Manage Corporate Assets
  - Ensure effective management of Corporate Assets through capital program planning, reserve forecasting, and other functions
3. Ensure a High Performing Organization
  - Support internal clients with participation in various continuous improvement projects e.g. program review, financial master plan, multi-year budgeting, capital control policy, GFOA budget award, innovation reserve, etc.
  - Contribute to the City's corporate planning cycle supporting the visioning and alignment stage and administering the planning and initiating stages.

#### Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2013	2014 Base	2015	2016	2017	2018
Full Time	19	18			2	
Part Time	0.17	0				
Overtime	\$1,025	\$1,025				



## 2015-2018 Business Plan

### Service Profile

#### **Current Service State:**

##### ***Strengths***

- Department structure (fully integrated capital and operating)
- Culture of continuous improvement fostered
- Progressive process and policy implemented
- Positive relationships and city confidence in service and deliverables
- In depth staff knowledge and competencies in the areas

##### ***Weaknesses***

- System integration improvement required to streamline flow and reduce manual process
- Further integration between operating and capital processes required
- Late involvement in City department projects creates delays or staff pressure
- The City has many adjusting priorities, which spread resources thin, create delays and inefficiencies
- Greater policy documentation required

##### ***Challenges/Constraints***

- Limited funding sources to support City activities
- Growing requirements for infrastructure and other reserve shortages
- Reliance on other department information can impact on key process timing
- Information needed for enhanced resource allocation and prioritization (measures/service levels, condition assessment, etc)
- New provincial grant funding requirements - Asset Management Plans
- More financial information required in master planning and subsequent consolidation

##### ***Key Success Factors***

- Leadership support
- Ability to integrate existing systems and information
- Streamlining of administrative processes for efficiency and customer service optimization
- Early involvement, analytic ability and process flexibility to address emerging challenges

##### ***Key Risk Factors***

- Increasing or shifting projects and associated impact on staff to deliver
- Systems not integrated
- External economic environment – potential impact on revenue streams
- Potential leadership adjustments

#### **Future Direction for the Service:**

The Financial Planning & Analytics department continues on its progressive path to further evolve financial planning, integrate systems and focus on providing value to internal clients and the community. Moving forward efforts will include:

- Automating long-range financial planning and incorporate this flexibility within the current budget platform, expand on reserve forecasting, further integrate the operating and capital modules, and enhance reporting efficiency.
- Integrating outcomes of the asset management and performance measurement initiative into grant and

## 2015-2018 Business Plan

budget processes.

- Further enhancing policy to meet emerging requirements
- Pursuing recommendations illustrated with in the Financial Master Plan (FMP).
- Greater interaction with departments to better understand and assist with their financial and business requirements
- Further involvement with corporate projects to ensure the financial picture is represented and addressed

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

In general, the financial impact associated with the department business plan is anticipated to be minor and relate to the following pressures over the 4 year plan.

- General base budget pressures related to labour and contract requirements
- Anticipated future staffing requests related to general service volume and growth
- Potential capital requests to address systems upgrades and integration
- Future consultant requirements to address Financial Master Plan updates

Note: The Financial Planning & Analytics department is involved with a number of department and corporate initiatives and projects, depending on the timing and requirements imposed, future resources may be required.

## Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2014 Initiatives</b>			
Assess financial implications and future challenges	Enhance Team budget (Phase I - further capital/operating integration)	Q2	Service Provider Assistance
	Performance Measurement Budget Integration	TBD	TBD
	10 Year Capital Forecasts	Q3	
	Transportation Master Plan – support	Q2	
	Licensing/Clerks – Fee Review	Q4	
Develop and Administer Policies	Develop Budget Control Policies	Q2	
Manage Corporate Resources	Asset Management Initiative – support (resource procurement, process development, data collection)	Q4	
	Infrastructure Funding Strategy development	TBD	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Provide Support & Decision Making Tools	ERP upgrade involvement	Q1	TBD
	Uplands Management Agreement Review	Q4	In-house + potential consultant work
<b>2015 Initiatives</b>			
Assess financial implications and future challenges	Enhance Team budget (Phase 2 – long range planning implementation)	Q2	Service Provider Assistance
	Building Standards – Fee Review	Q4	In-house + potential consultant work
Develop and Administer Policies	Review and Update Existing Policies	Q3	In-house
	Full Cost Recovery – “Charge backs”	Q4	May require consultants and capital
	TCA system enhancement	Q4	May require consultants and capital
Manage Corporate Resources	Asset Management Initiative – support (implementation, corporate integration)	Q4	
	EDMS – support	Q4	
Provide Support & Decision Making Tools	Prioritization – Develop Framework	Q1-Q2	Potential consultant work
	Activity Based Costing Model Review	Q4	In-house + potential consultant work
<b>2016 Initiatives</b>			
Assess financial implications and future challenges	Development Planning – Fee Review	Q4	
Develop and Administer Policies	3% Administration Recovery Fee Review	Q3	
Manage Corporate Resources	Asset Management Initiative – support (long term financial plan)	Q4	
	EDMS – support	Q4	
Provide Support & Decision Making Tools	FMP – Update	Q3	In-house + potential consultant work
<b>2017 Initiatives</b>			
Assess financial implications and future challenges	Engineering – Fee Review ***MOVE UP??***	Q4	In-house + potential consultant work
	Financial Master Plan (Update)	Q4	Consultant

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Develop and Administer Policies			
Manage Corporate Resources			
Provide Support & Decision Making Tools	DC Background Study – support		
<b>2018 Initiatives</b>			
Assess financial implications and future challenges			
Develop and Administer Policies	Review Corporate Reserve Policy	Q4	
Manage Corporate Resources			
Provide Support & Decision Making Tools			

Other future initiatives. Unknown role, unknown timing:

- VMC development support
- JDE – GL restructuring

## 2015-2018 Business Plan

### Business Performance

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

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

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

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
City budget \$ per Budget Division FTE	\$32m	\$34m	\$31m	\$32m	\$34m	
# of Submissions per Budget Division FTE	10.8	11.2	10.1	10.6	10.6	
Reserve per Capita*	\$761	\$910	\$765	\$1,153	\$1,139	
Tangible Capital Assets		\$6.79b	\$6.87b	\$6.98b	\$7.07b	
<b>EFFECTIVENESS: How well do we do it?</b>						
Budget Accuracy – City Budget vs. Actual*	89.6%	101.2%	96.7%	97.2%	98.9%	
Success Rate of Grant Application Submissions	83%	84%	91%	83%	85%	
Discretionary Reserve Ratio*	65%	69%	70%	82%	75%	
Debt Charges Ratio*	6.3%	4.4%	4.2%	4.9%	6.2%	
Infrastructure Funding Gap (in millions) <ul style="list-style-type: none"> <li>Excludes water / wastewater</li> <li>Includes water / wastewater</li> </ul>			\$25.0 \$32.9	\$22.2 \$29.5		
Funding contribution vs. Amortization of assets* (Unfunded capital needs)						

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>SERVICE QUALITY: Is anyone better off?</b>						
Internal Client Rating				B	B+	
GFOA Budget Award	Yes	Yes	Yes	Yes	Yes	Yes

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

Overall the above indicates the department is managing within current complement, despite growth pressure and added complexity. General effectiveness is meeting or exceeding established targets. Overall service quality is good, achieving independent recognition and satisfying internal clients.

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**Department Head Sign-off**

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

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**Commissioner Sign-off**

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



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Financial Planning &amp; Analytics</b>																
<b>Labour Costs</b>																
		7010 Full Time	1,437,409	1,458,386	1,753,279	(68,935)	0	1,684,344	(68,935)	(3.9)%	1,718,089	33,745	1,740,561	22,472	1,747,683	7,122
		7012 Overtime	3,656	2,489	1,025	60	0	1,085	60	5.9%	1,085	0	1,085	0	1,085	0
		7015 Part Time	8	22	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7016 Full Time Contracts	36,708	15,778	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	386,206	390,441	470,157	(10,041)	0	460,116	(10,041)	(2.1)%	477,925	17,809	496,372	18,447	510,641	14,269
		7020 Benefits - FT Contract	3,597	1,570	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>1,867,583</b>	<b>1,868,686</b>	<b>2,224,461</b>	<b>(78,916)</b>	<b>0</b>	<b>2,145,545</b>	<b>(78,916)</b>	<b>(3.5)%</b>	<b>2,197,099</b>	<b>51,554</b>	<b>2,238,018</b>	<b>40,919</b>	<b>2,259,409</b>	<b>21,391</b>
<b>Other Expenses</b>																
		7060 PCard	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7100 Mileage	309	393	1,000	0	(400)	600	(400)	(40.0)%	600	0	600	0	600	0
		7105 Membership/Dues/Fees	10,279	6,197	11,600	0	0	11,600	0	0.0%	11,600	0	11,600	0	11,600	0
		7110 Meals & Meal Allowances	1,325	1,226	2,000	0	0	2,000	0	0.0%	2,000	0	2,000	0	2,000	0
		7115 Training & Development	763	5,217	6,500	0	0	6,500	0	0.0%	6,500	0	6,500	0	6,500	0
		7122 Cellular Telephones	1,897	1,672	2,250	0	300	2,550	300	13.3%	2,550	0	2,550	0	2,550	0
		7125 Subscriptions/Publications	359	685	1,200	0	(600)	600	(600)	(50.0)%	600	0	600	0	600	0
		7130 Seminars & Workshops	788	750	3,000	0	0	3,000	0	0.0%	3,000	0	3,000	0	3,000	0
		7135 Advertising	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7200 Office Supplies	2,512	4,976	7,100	0	(2,100)	5,000	(2,100)	(29.6)%	5,000	0	5,000	0	5,000	0
		7205 Computer Supplies	1,846	2,465	2,600	0	0	2,600	0	0.0%	2,600	0	2,600	0	2,600	0
		7210 Office Equip. & Furniture	0	237	200	0	0	200	0	0.0%	200	0	200	0	200	0
		7211 Computer Hardware/Software	6,137	2,022	7,000	0	(2,000)	5,000	(2,000)	(28.6)%	5,000	0	5,000	0	5,000	0
		7220 Copiers, Faxes and Supplies	12,677	7,161	8,050	0	1,200	9,250	1,200	14.9%	9,750	500	9,750	0	9,750	0
		7222 Printing	175	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7226 Courier Services	112	189	500	0	0	500	0	0.0%	500	0	500	0	500	0
		7520 Professional Fees	28,265	20,041	9,840	0	(1,465)	8,375	(1,465)	(14.9)%	8,375	0	8,375	0	8,375	0
		7531 Service Contracts	44,081	46,934	54,400	500	0	54,900	500	0.9%	55,400	500	55,800	400	55,800	0
		7630 Wireless/Internet Commun.	331	209	300	0	0	300	0	0.0%	300	0	300	0	300	0
		7699 Sundry Expenses	0	130	300	0	0	300	0	0.0%	300	0	300	0	300	0
		7700 Chgs. from Othe Depts.	533	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>112,389</b>	<b>100,505</b>	<b>117,840</b>	<b>500</b>	<b>(5,065)</b>	<b>113,275</b>	<b>(4,565)</b>	<b>(3.9)%</b>	<b>114,275</b>	<b>1,000</b>	<b>114,675</b>	<b>400</b>	<b>114,675</b>	<b>0</b>
<b>Total Financial Planning &amp; Analytics</b>			<b>1,979,972</b>	<b>1,969,191</b>	<b>2,342,301</b>	<b>(78,416)</b>	<b>(5,065)</b>	<b>2,258,820</b>	<b>(83,481)</b>	<b>(3.6)%</b>	<b>2,311,374</b>	<b>52,554</b>	<b>2,352,693</b>	<b>41,319</b>	<b>2,374,084</b>	<b>21,391</b>

\* Note: 2014 Actual Forecast is for reference purpose only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

## Revenue and Expenditure Summary

### 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
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### 2015 Budget Variance Comments

7010 Full Time	Decrease due to a transfer of position to Comm of Finance \$106K, offset by economic adjustment \$35K, and a position replacement at a lower rate combined with progressions \$2K
7012 Overtime	Increase due to rate adjustment
7017 Benefits	Decrease in relation to salaries and offset by benefit rate increase
7100 Mileage / Car Allowance	Reallocation to Comm of Finance position transfer overhead cost
7122 Cellular Telephones	Reallocated from various accounts
7125 Subscriptions/Publications	Reallocation to Comm of Finance position transfer overhead cost
7200 Office Supplies	Reallocation to Comm of Finance position transfer overhead cost
7211 Computer Hardware/Software	Reallocation to Comm of Finance position transfer overhead cost
7220 Copiers, Faxes and Supplies	Reallocated from various accounts
7531 Service Contracts	Increase due to price increase

### 2016 Budget Variance Comments

7010 Full Time	Increase due to progression
7017 Benefits	Increase in relation to salaries and benefit rate increase
7220 Copiers, Faxes and Supplies	Increase due to lease price increase
7531 Service Contracts	Increase due to price increase

### 2017 Budget Variance Comments

7010 Full Time	Increase due to progression
7017 Benefits	Increase due to progression and benefit rate change
7531 Service Contracts	Increase due to price increase

### 2018 Budget Variance Comments

7010 Full Time	Increase due to progression
7017 Benefits	Increase due to progression and benefit rate change

2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values		Continuous Costs	One-time Costs	Offsets	Net Impact
				FTE	Labour Costs				
2017	Maintain/Growth	078-17-01A	Senior Financial Planning Analysts	1.0	113,884	1,450	4,000	0	119,334
	Maintain/Growth Total			1.0	113,884	1,450	4,000	0	119,334
2017 Total				1.0	113,884	1,450	4,000	0	119,334
2018	Maintain/Growth	078-17-01B	Senior Financial Planning Analysts	1.0	116,796	1,400	4,000	0	122,196
	Maintain/Growth Total			1.0	116,796	1,400	4,000	0	122,196
2018 Total				1.0	116,796	1,400	4,000	0	122,196
Grand Total				2.0	230,680	2,850	8,000	0	241,530

2015 - 2018 Draft Capital Project Listing

Year	Project #	Title	Ward	Project Type	Capital from Taxation	Grand Total
2018	BU-0007-18	Questica Teambudget Development	City-Wide	Technology	86,520	86,520
2018 Total					86,520	86,520
Grand Total					86,520	86,520



CITY OF VAUGHAN

# DRAFT 2015 BUDGET AND 2016-2018 PLAN

*Purchasing Services*

## 2015-2018 Business Plan

### Business Overview

#### **Service Statement:**

The Purchasing Services Department administers and facilitates the strategic procurement of goods, services and construction within the City, providing “Best Value” through good governance, client focused services, active education, strong ethics and open, fair and transparent competition.

#### **Core Activities:**

Purchasing Services is committed to:

- Strategy development to set the future purchasing services vision and direction
- Policy framework to guide actions, behaviours and outcomes
- Regulatory awareness and compliance
- Administering and facilitating the procurement of goods, services, construction, etc.
- Procurement planning, prioritization and staging
- Providing client guidance on procurement matters i.e. methods, protocol, etc.
- Risk assessment and balancing controls with effective and flexible service delivery
- Leveraging technology to automate process and remove barriers
- Vendor management and supplier relationship development
- Market research and active sourcing to support strategic procurement
- Improving decision making effectiveness through management reporting and analytics
- Support environmental objectives and influence trends to reduce the City’s environmental footprint
- Regular communication and training to ensure awareness, consistency and alignment

#### **Key Outcomes & Results:**

1. Best value procurement i.e. timely, quality, and price competitive
2. Effective and efficient processes i.e. streamlined and low cost
3. Legislative compliance and risk mitigation
4. Brand image i.e. vendor community attraction
5. Client satisfaction



## 2015-2018 Business Plan

### Link to Vaughan Vision 2020:

Purchasing services is connected to the broader strategic aspect of the organization by supporting the City's overall goals, through activities such as selecting sources, managing costs, developing and nurturing supplier partnerships, strategic alliances, etc.

1. Demonstrate Excellence in Service Delivery
  - The procurement process facilitates the delivery of quality goods and services in a cost effective and timely manner and therefore supports all departments in demonstrating service delivery excellence.
2. Ensure a High Performing Organization
  - The Department regularly pursues continuous improvement and is currently in process of implementing recommendations from the collaborative procurement to pay review. Purchasing services will support this theme through automation of processes, implementing new technologies, the development of policies and processes, etc.
3. Lead and Promote Environmental Sustainability
  - Purchasing Services is unique in that it can directly support environmental objectives and/or influence spending trends which can impact environmental footprints. The future development and implementation of a Green Procurement Policy will support this City theme.

### Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2013	2014 Base	2015	2016	2017	2018
Full Time	14	15	2	1	-	-
Part Time	0.29	0.29	-	-	-	-
Overtime	\$3,100	\$3,100	-	-	-	-

## Service Profile

### Current Service State:

#### **Strengths**

- Annual procurement planning initiated to assist in capacity planning/prioritization
- Staff are dedicated and professional accredited
- Improvement oriented atmosphere i.e. P card, procurement strategy, vendor verification etc.
- Many processes are mature and evolving
- Clear understanding of current state and future requirements
- City practices are consistent with legislative requirements
- Fostering an interactive and collaborative environment
- Significant corporate support to review and implement improvement
- A recent dedicated legal resource to assist with contract review, document templates, etc
- Transition from a commodity based structure to a service portfolio structure to build expertise and strengthen relationships
- Fair and transparent procurement processes, with unchallengeable Integrity.

## 2015-2018 Business Plan

### ***Constraints and Risks***

- Public procurement is in transition with escalating levels on common law and regulatory/policy levels
- Effort needed to promote procurement as a corporate responsibility
- Increasing workload and complexity due to volume and types of procurement
- Cyclical nature creates peak demand periods, making it difficult to timely service all requests
- Policy and procedure documentation requires enhancements, including active training sessions
- JD Edwards is underutilized and an assessment is required to strategically focus on key areas
- System integration is lacking with key enterprise systems and processes
- Greater assistance is required to review complex contracts and assist in refining document templates
- Internal management reporting and metrics require refinement to assist in decision-making
- Further clarity is required on green procurement practices
- Relatively conservative authorization levels restrict operational flexibility impacting service delivery
- Frequent challenges related to the delivery of complete specifications are experienced and greatly impact process timing. Corporate improvements related to project management and contract management would significantly benefit procurement efforts
- Lack of dedicated resources to enable policy/procedure development, compliance/spend analysis, internal reporting, strategic sourcing assessment etc.

### ***Key Success Factors***

- Culture to support change and transition
- Adequate resourcing
- Management reporting to assess risks and opportunities
- Collaboration and stakeholder involvement
- Training, awareness and skill set

### **Future Direction for the Service:**

- The development of a procurement strategy to clarify vision and direction
- Policy, procedures and instructions are key priorities and will help to provide consistent guidance
- Accelerating the process through balanced delegation of authority
- Project planning and staging
- Strategic procurement and sourcing
- Improving decision making effectiveness through performance reporting and analytics
- Providing value through enhanced legal support
- Ensure City-wide alignment through communication and training
- Efficiency and effectiveness through technology and automation

### **Financial Impact:**

- Additional resource requests to support the procurement strategy and procure to pay recommendations
- There is the potential for costs to be partially offset by cost avoidance and efficiency savings
- Improved management reporting and strategic sourcing will guide decision-making and has the potential to reduce city-wide expenses through the application of leveraged buying power, cooperative purchases, enhanced competition, strategic vendor relationships, etc.

## 2015-2018 Business Plan

### Business Plan Objectives:

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Overall procurement to pay stream review recommendations implementation.	Procurement Strategy	Q1	In-house collaboration .
	Procurement policy update and review	Q1	Primarily in-house with some assistance from consultants
	Select procurement procedure development	Q2	In-house
	Corporate wide rollout of P-Card program	Q2	Purchasing Services and all Departments
	Purchasing document template review	Q4	Purchasing and Legal Department
	Preparation of comprehensive procurement training program	Q2	HR Collaboration
	JDE System Assessment	Q2	External consultant
<b>2016 initiatives</b>			
	Online sale and distribution of bid documents to bidders.	Q1	ITM collaboration
Develop technological solutions	Commence a study to develop an on-line bidding system i.e. e-submission	Q2	ITM collaboration
	Enhance Contract Tracking System to update contractor's Insurances and WSIB clearance certificates	Q2	HR, Insurance & licensing and all departments
Enhance management reporting and metrics	Implement a vendor performance system that feeds back into the bid process	Q1	Other Department Involvement
	Develop and implement an on-line bid development/tracking system.	Q1	ITM collaboration
	Arrange an external Customer Survey and benchmark satisfaction levels	Q1	All Departments
<b>2017 Initiatives</b>			
	Environmental stewardship review procedural update	Q2	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Pursue continuous improvement in managing the procurement process	Open access procurement activities and enhanced periodic procurement reporting.	Q3	
	Implement on-line bidding & e-procurement	Q4	
2018 Initiatives			
Pursue continuous improvement in procurement reporting	Open access procurement activities and enhanced periodic procurement reporting	TBD	
Pursue continuous improvement in procurement processes through stakeholders feedback	Implement a Risk Management Tracking System	Q4	Corp.
	Integration with risk management initiatives	Q4	Corp.
	Integration with project management initiatives	Q4	Corp.
	Integration with Asset Management work order management system	Q4	

## 2015-2018 Business Plan

### Business Performance

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

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

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

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Number of bids per FTE	49	48	62	61	68	70
Number of Purchase Orders per FTE	260	325	290	310	291	300
<b>EFFECTIVENESS: How well do we do it?</b>						
Bid Process and Timeline Calculator						Under development
<b>SERVICE QUALITY: Is anyone better off?</b>						
Professional Credentials of Staff	11	11	12	14	16	16

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- There has been a consistent increase in the number of bids and purchase orders per FTE over the past five years.
- There has been a marked increase in the desired professional credentials
- Key performance Indicators will be further evolved in accordance with the Corporate Performance measurement initiative throughout 2014.



# Purchasing Services

## 2015-2018 Business Plan

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**Department Head Sign-off**

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

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**Commissioner Sign-off**

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

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast *	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Purchasing</b>																
	<b>Revenue</b>															
		3524 Trsf. from Capital Fund	553	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3580 Sale of Fixed Assets	41,978	41,296	30,000	0	(30,000)	0	(30,000)	(100.0)%	0	0	0	0	0	0
		3618 Dept. Misc. Revenues	42,001	31,181	30,700	0	0	30,700	0	0.0%	30,700	0	30,700	0	30,700	0
		<b>Total Revenue</b>	<b>84,532</b>	<b>72,477</b>	<b>60,700</b>	<b>0</b>	<b>(30,000)</b>	<b>30,700</b>	<b>(30,000)</b>	<b>(49.4)%</b>	<b>30,700</b>	<b>0</b>	<b>30,700</b>	<b>0</b>	<b>30,700</b>	<b>0</b>
	<b>Labour Costs</b>															
		7010 Full Time	904,738	1,053,243	1,193,054	25,642	0	1,218,696	25,642	2.1%	1,233,570	14,874	1,237,874	4,304	1,237,874	0
		7012 Overtime	3,554	2,589	4,090	0	0	4,090	0	0.0%	4,090	0	4,090	0	4,090	0
		7015 Part Time	3,627	7,470	2,558	0	0	2,558	0	0.0%	2,558	0	2,558	0	2,558	0
		7016 Full Time Contracts	53,173	61,497	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	243,777	283,702	321,107	12,974	0	334,081	12,974	4.0%	344,333	10,252	354,223	9,890	362,920	8,697
		7020 Benefits - FT Contract	5,211	6,119	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>1,214,080</b>	<b>1,414,620</b>	<b>1,520,809</b>	<b>38,616</b>	<b>0</b>	<b>1,559,425</b>	<b>38,616</b>	<b>2.5%</b>	<b>1,584,551</b>	<b>25,126</b>	<b>1,598,745</b>	<b>14,194</b>	<b>1,607,442</b>	<b>8,697</b>
	<b>Other Expenses</b>															
		7060 PCard	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7100 Mileage	176	481	380	0	0	380	0	0.0%	380	0	380	0	380	0
		7103 407-ETR Toll Charges	81	119	130	0	0	130	0	0.0%	130	0	130	0	130	0
		7105 Membership/Dues/Fees	6,345	6,388	5,660	0	0	5,660	0	0.0%	5,660	0	5,660	0	5,660	0
		7110 Meals & Meal Allowances	134	386	500	0	0	500	0	0.0%	500	0	500	0	500	0
		7115 Training & Development	1,330	5,951	5,700	0	0	5,700	0	0.0%	5,700	0	5,700	0	5,700	0
		7122 Cellular Telephones	4,375	3,610	4,740	0	0	4,740	0	0.0%	4,740	0	4,740	0	4,740	0
		7125 Subscriptions/Publications	3,555	6,295	3,430	0	0	3,430	0	0.0%	3,430	0	3,430	0	3,430	0
		7130 Seminars & Workshops	2,106	3,422	1,250	0	0	1,250	0	0.0%	1,250	0	1,250	0	1,250	0
		7200 Office Supplies	1,997	4,348	15,470	0	0	15,470	0	0.0%	15,470	0	15,470	0	15,470	0
		7205 Computer Supplies	727	677	1,250	0	0	1,250	0	0.0%	1,250	0	1,250	0	1,250	0
		7210 Office Equip. & Furniture	5,877	0	250	0	0	250	0	0.0%	250	0	250	0	250	0
		7211 Computer Hardware/Software	163	694	5,420	(2,500)	0	2,920	(2,500)	(46.1)%	2,920	0	2,920	0	2,920	0
		7215 Mtce. & Repairs - Equip	0	370	370	0	0	370	0	0.0%	370	0	370	0	370	0
		7220 Copiers, Faxes and Supplies	19,234	16,863	19,500	0	0	19,500	0	0.0%	19,500	0	19,500	0	19,500	0
		7222 Printing	1,909	1,804	3,690	0	0	3,690	0	0.0%	3,690	0	3,690	0	3,690	0
		7226 Courier Services	46	265	500	0	0	500	0	0.0%	500	0	500	0	500	0
		7311 Renovations	14,348	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7400 Bank Charges	2,030	1,379	1,000	1,000	0	2,000	1,000	100.0%	2,000	0	2,000	0	2,000	0
		7415 Rental, Leases - Vehicles	5,150	5,660	6,290	0	0	6,290	0	0.0%	6,290	0	6,290	0	6,290	0
		7520 Professional Fees	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7560 Gas/Diesel - Vehicles	253	389	1,300	0	0	1,300	0	0.0%	1,300	0	1,300	0	1,300	0
		7630 Wireless/Internet Commun.	1,125	509	1,300	0	0	1,300	0	0.0%	1,300	0	1,300	0	1,300	0
		7699 Sundry Expenses	169	748	3,580	(1,000)	0	2,580	(1,000)	(27.9)%	2,580	0	2,580	0	2,580	0
		7712 Joint Serv. Recovery - Library	(3,053)	(3,053)	(3,053)	0	0	(3,053)	0	0.0%	(3,053)	0	(3,053)	0	(3,053)	0
		7785 Trsf to Reserve Other	41,978	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7790 Trsf. to Expend Res	(19,589)	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>90,468</b>	<b>57,305</b>	<b>78,657</b>	<b>(2,500)</b>	<b>0</b>	<b>76,157</b>	<b>(2,500)</b>	<b>(3.2)%</b>	<b>76,157</b>	<b>0</b>	<b>76,157</b>	<b>0</b>	<b>76,157</b>	<b>0</b>
<b>Total Purchasing</b>			<b>1,220,016</b>	<b>1,399,448</b>	<b>1,538,766</b>	<b>36,116</b>	<b>30,000</b>	<b>1,604,882</b>	<b>66,116</b>	<b>4.3%</b>	<b>1,630,008</b>	<b>25,126</b>	<b>1,644,202</b>	<b>14,194</b>	<b>1,652,899</b>	<b>8,697</b>

\* Note: 2014 Actual Forecast is for reference purpose only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.



## Revenue and Expenditure Summary

### 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast *	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>2015 Budget Variance Comments</b>																
	3580 Sale of Fixed Assets		Proceeds from the sale of City Fixed assets are transferred to Corporate Account													
	7010 Full Time		Increase due to economic adjustment \$24k and combined progression increase with job evaluation \$2K													
	7017 Benefits		Increase in relation to salaries and benefit rate change													
	7211 Computer Hardware/Software		One time funding removal of 2014 ARR													
	7400 Bank Charges		Reallocation from Dept. Sundry Expenses													
	7699 Sundry Expenses		Reallocation to Bank Charges													
<b>2016 Budget Variance Comments</b>																
	7010 - Full Time		Increase due to prorated progression													
	7017 - Benefits		Increase in relation to salaries and benefit rate change													
<b>2017 Budget Variance Comments</b>																
	7010 - Full Time		Increase due to prorated progression													
	7017 - Benefits		Increase in relation to salaries and benefit rate change													
<b>2018 Budget Variance Comments</b>																
	7017 - Benefits		Increase due to benefit rate change													

2015 - 2018 ARR Listing

				Values					
Year	Rationale	Index #	Description	FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2015	Supporting Transformation	079-15-01	Procure to Pay Recommendation Implementation Program-Reporting Officer	1.0	119,100	7,000	61,500	0	187,600
	Supporting Transformation Total			1.0	119,100	7,000	61,500	0	187,600
2015 Total				1.0	119,100	7,000	61,500	0	187,600
Grand Total				1.0	119,100	7,000	61,500	0	187,600



CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*Commissioner of Legal  
& Administrative Services*

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Comm. of Legal & Admin. Serv.																
Labour Costs																
		7010 Full Time	293,480	255,268	281,921	6,036	0	287,957	6,036	2.1%	291,310	3,353	294,660	3,350	295,176	516
		7016 Full Time Contracts	0	5,810	5,700	0	0	5,700	0	0.0%	5,700	0	5,700	0	5,700	0
		7017 Benefits	78,652	68,416	75,555	3,057	0	78,612	3,057	4.0%	80,984	2,372	83,979	2,995	86,191	2,212
		7020 Benefits - FT Contract	0	646	519	(519)	0	0	(519)	(100.0)%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>372,132</b>	<b>330,139</b>	<b>363,695</b>	<b>8,574</b>	<b>0</b>	<b>372,269</b>	<b>8,574</b>	<b>2.4%</b>	<b>377,994</b>	<b>5,725</b>	<b>384,339</b>	<b>6,345</b>	<b>387,067</b>	<b>2,728</b>
Other Expenses																
		7100 Mileage	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7103 407-ETR Toll Charges	16	929	1,000	0	(600)	400	(600)	(60.0)%	400	0	400	0	400	0
		7105 Membership/Dues/Fees	5,272	2,019	4,100	100	0	4,200	100	2.4%	4,300	100	4,400	100	4,500	100
		7110 Meals & Meal Allowances	662	374	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0	1,000	0
		7112 Council Travel & Confer.	900	1,266	4,000	0	0	4,000	0	0.0%	4,000	0	4,000	0	4,000	0
		7115 Training & Development	343	9,132	390	0	2,490	2,880	2,490	638.5%	2,880	0	2,880	0	2,880	0
		7122 Cellular Telephones	586	793	700	0	0	700	0	0.0%	700	0	700	0	700	0
		7125 Subscriptions/Publications	713	410	1,000	0	(500)	500	(500)	(50.0)%	500	0	500	0	500	0
		7130 Seminars & Workshops	3,328	4,070	10,000	0	0	10,000	0	0.0%	10,000	0	10,000	0	10,000	0
		7200 Office Supplies	883	309	385	0	500	885	500	129.9%	885	0	885	0	885	0
		7205 Computer Supplies	693	440	550	0	0	550	0	0.0%	550	0	550	0	550	0
		7210 Office Equip. & Furniture	0	400	400	0	0	400	0	0.0%	400	0	400	0	400	0
		7211 Computer Hardware/Software	2,043	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7220 Copiers, Faxes and Supplies	0	20	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7315 Vehicle Maintenance & Repairs	0	12	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7415 Rental, Leases - Vehicles	5,587	8,493	9,730	0	0	9,730	0	0.0%	9,730	0	9,730	0	9,730	0
		7520 Professional Fees	7,030	6,364	19,620	0	0	19,620	0	0.0%	19,620	0	19,620	0	19,620	0
		7531 Service Contracts	15	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7560 Gas/Diesel - Vehicles	3,693	5,173	7,490	0	(2,490)	5,000	(2,490)	(33.2)%	5,000	0	5,000	0	5,000	0
		7630 Wireless/Internet Commun.	231	182	300	0	0	300	0	0.0%	300	0	300	0	300	0
		7699 Sundry Expenses	340	590	265	0	600	865	600	226.4%	865	0	865	0	865	0
		<b>Total Other Expenses</b>	<b>32,335</b>	<b>40,978</b>	<b>60,930</b>	<b>100</b>	<b>0</b>	<b>61,030</b>	<b>100</b>	<b>0.2%</b>	<b>61,130</b>	<b>100</b>	<b>61,230</b>	<b>100</b>	<b>61,330</b>	<b>100</b>
<b>Total Comm. of Legal &amp; Admin.</b>			<b>404,467</b>	<b>371,118</b>	<b>424,625</b>	<b>8,674</b>	<b>0</b>	<b>433,299</b>	<b>8,674</b>	<b>2.0%</b>	<b>439,124</b>	<b>5,825</b>	<b>445,569</b>	<b>6,445</b>	<b>448,397</b>	<b>2,828</b>

\* Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

7010 - Full Time	Increase due to progressions and economic adjustment
7017 - Benefits	Increase as per budget guidelines
7020 - Benefits - FT Contract	Decrease due to realignment with Benefits line
7103 - 407-ETR Toll Charges	Decrease due to reallocation to Sundry Expenses
7105 - Membership/Dues/Fees	Increase as per budget guidelines
7115 - Training & Development	Increase due to reallocation from Gas/Diesel - Vehicles
7125 - Subscriptions/Publications	Decrease due to reallocation to Office Supplies
7200 - Office Supplies	Increase due to reallocation from Subscriptions/Public
7560 - Gas/Diesel - Vehicles	Decrease due to reallocation to Training & Devel.
7699 - Sundry Expenses	Increase due to reallocation from 407-ETR

### 2016 Budget Variance Comments

7010 - Full Time	Increase due to progressions
7017 - Benefits	Increase as per budget guidelines
7105 - Membership/Dues/Fees	Increase as per budget guidelines



## Revenue and Expenditure Summary

2015 Operating Budget & 2016-18 Operating Plan

### ***2017 Budget Variance Comments***

7010 - Full Time	Increase due to progressions
7017 - Benefits	Increase as per budget guidelines
7105 - Membership/Dues/Fees	Increase as per budget guidelines

### ***2018 Budget Variance Comments***

7010 - Full Time	Increase due to progressions
7017 - Benefits	Increase as per budget guidelines
7105 - Membership/Dues/Fees	Increase as per budget guidelines



CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*Office of the City Clerk*

## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

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

The City Clerk's Office (CCO) is one of the primary points of contact for Vaughan's citizens and businesses, and is also an information and service focal point for Members of Council and City Staff. The CCO supports the legislative processes for Council and its associated committees through the provision of Corporate Secretariat Services.

Under the Archives and Records Management (ARMS) program, the CCO ensures the effective management, retention and retrieval of corporate records, including records with long-term legal and administrative value. The Access & Privacy Office responds to Freedom of Information requests from the public, and oversees the City's responsibility for the protection of personal information.

The CCO also issues a full range of licenses and permits including marriage, business and lottery licenses, and provides civil marriage solemnization services. The Committee of Adjustment processes minor variances and consents under the Planning Act. Additional responsibilities of the CCO include management of the Corporation's Insurance and Risk Management programs, the conduct of municipal and school board elections and the provision of a full mail/printing/internal courier service for the Corporation.

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

1. Open, Accessible, & Accountable Government
2. Ensuring Regulatory Compliance and Consumer Protection through Business Licensing Practices

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

1. Service Excellence:
  - Demonstrate Excellence in Service Delivery
  - Preserve Our Heritage and Support Diversity, Arts and Culture.
2. Staff Excellence:
  - Demonstrate Effective Leadership
3. Organizational Excellence:
  - Ensure a High Performing Organization

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	2013	2014 Base	Additional Resource Requests			
			2015	2016	2017	2018
Full Time	48	48				
Part Time	2	4.37	0.69		0.69	
Overtime	31,753	30,758	-913			



## 2015-2018 Business Plan

### Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

***Strengths:***

- Experienced team of municipal professionals
- Among peers, recognized as leaders in respective fields
- Highly engaged in professional development commitment to the municipal sector

***Major Successes:***

- Implementation of VOL across all divisions
- Implementation of on line Council and Committee meeting video streaming
- Participation with OMEX and growth of Risk Management initiatives
- Actively engaged in EDMS project
- Balancing Council and Committee transparency with protection of personal privacy
- Pragmatic procedural processes and protections
- Participation in the Provincial Archival Database "Archeion"
- Introduction of civil marriage officiant services (100 civil marriage ceremonies estimated for 2014)
- Successful defense of ward boundary appeal setting the stage for comprehensive ward boundary review
- Reduction in processing time for business licenses

***Current Challenges:***

- Continuing staff development and succession management are a priority to ensure continuity of experienced staff
- Core responsibilities do not lend themselves to traditional performance measures
- Current licensing staffing levels are not conducive to providing optimal customer service, staff development or succession planning
- Potential delays in implementation of EDMS system will limit the organization's ability to manage, utilize, track and preserve information effectively
- 2015 focus will be on post-election activities
- Ward boundary review and review of regional representation will require resource commitment and may impact future election planning and council processes
- Operational reviews of Print and Mail, Licensing and ARMS (Archives and Records Management Program) functions identified as departmental priority, but competing corporate demands limit corporate resources available to support reviews.

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Occupancy in the new City Hall has created expectation of new technologies for meeting management and broadcasting (VOL).
- Potential delays in implementation of EDMS system will limit the organization's ability to utilize and track information effectively.
- The implementation of Vaughan On-line has given the City Clerk's Office greater control over its web postings, but with a commensurate burden on staff resources.
- Implementation of a Claims Management System will assist in managing insurance claims under OMEX.
- Detailed population data for budget and election planning purposes is a continual concern.
- Pressure in Licensing will result in Overtime/Management participation. Operational Review to examine

## 2015-2018 Business Plan

opportunities for relief.

- Strategic Risk Management Strategy is in its initial stages with future direction to be determined
- A review of the print and mail function is needed to explore more efficient and cost effective ways of providing service in the face of significantly rising postal costs. Rationalization of corporate printing and copying services needs to be undertaken through the development of a corporate print strategy.

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Elections reserve funding will need to increase in 2015 as the election reserve was underfunded going into 2014 elections.
- Potential costs associated with undertaking a Ward Boundary review and review of regional representation commencing in 2015.
- Pressures on the overtime budget will continue due to inadequate staffing levels in licensing area.
- Rising postal costs will have a significant impact on corporate mail costs which are incorporated in the print and mail room budget.

## 2015-2018 Business Plan

### Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Archival and Records Management Services: Effectively manage corporate records and ensure that they are identifiable, secure, protected, accessible and available	Implementation planning for EDMS; and new records management processes, including new records retention by- law	2015-2016	Resources identified in EDMS project.
	EDMS and Corporate Information Governance Model – Initial Roll-out		
	Develop an off-site storage strategy for managing corporate records	2015	
	Commence operational review of archival and records management services (ARMS) function	2015-2016	
Elections: Ensure a fair and accessible election while protecting the integrity of the electoral process	Post-Election Wrap Up Activities	2015	
	Commence a ward boundary review	2015	Consultants for ward boundary review.
	Post-election review of internet voting used by other municipalities in the 2014 municipal elections	2015-2016	
Secretariat: Ensure legislative compliance and adherence to Council procedures, and encourage public participation and community engagement	Enhance on-line posting and indexing of Council and Committee webcasts and integration with agendas	2015	
	Implement Council recommendations for Ratepayer/Community Association Register	2015	
Insurance and Risk Management: Risk Analysis to ensure corporation's financial stability and protection of assets	Continue roll out of online claims management system  Establish a Risk Management Committee to assess risk and plan for mitigation and monitoring (See also 'Manage Strategic Risk')	2015	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Manage strategic risk	Support the development of a Strategic Risk Management Strategy per Strategic Initiative #12, and in particular: <ul style="list-style-type: none"> <li>Develop an overall risk management attitude or appetite statement</li> <li>Develop an organizational risk management policy</li> <li>Develop risk management broad categories and risk types.</li> </ul>	2015	Enterprise Risk Project Manager (2015 ARR)
Licensing: Provide better customer service to residents and organizations wanting special event permits and encroachments	Continue roll out of Online Payment service by adding mobile licensing in 2015  Process applications through an electronic process to issue permits on a timelier basis	2015	
Licensing: Effective Business Planning and Service	Commence operational review of licensing division	2015	Support from Continuous Improvement Division
Secretariat – Print and Mail: Provide quality customer service to internal clients in an efficient and cost effective manner	Commence operational review of print and mail division  Research alternative methods of providing agendas, consider the development of a paper reduction strategy.  Research alternates to traditional mail outs to reduce postage costs.	2015-2016	Support from Continuous Improvement Division
Committee of Adjustment: Provide better customer service and timelier information through more efficient tracking of Committee of Adjustment applications	Continue to implement AMANDA for file tracking and management	2015	
2016 Initiatives			
Archival and Records Management Services:	EDMS and Corporate Information Governance Model – Phase-in	2016-2018	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Effectively manage corporate records and ensure that they are identifiable, secure, protected, accessible and available			
Archival and Records Management Services: Effectively manage corporate records and ensure that they are identifiable, secure, protected, accessible and available	Report on the findings of the ARMS operational review. Outline options for improvement/implementation	2016	
Elections: Ensure a fair and accessible election while protecting the integrity of the electoral process	Review of past activities and commencement of preparations for the 2018 municipal elections.	2016-2017	
	Preparation, issuance and review of RFP for vote tabulating equipment for the 2018 municipal elections.	2016-1017	
	Continue review of internet voting for 2018 municipal elections	2016-2017	
Insurance and Risk Management: Risk Analysis to ensure corporation's financial stability and protection of assets  Manage Strategic Risk	Draft report outlining recommendations made by Risk Management Committee	2016-2017	
	Implement Strategic Risk Management Strategy, in particular: <ul style="list-style-type: none"> <li>Develop listing of most significant corporate risks</li> <li>Develop methodology to support documentation of key risks derived from strategic plan and every departmental business plan</li> <li>Develop methodology to manage day to day operational risk</li> </ul>	2016	
Secretariat – Print and Mail: Provide quality customer service to internal clients in an efficient and cost effective manner	Write report on the findings of the Print and Mail operational review. Outline options for improvement/implementation	2016	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Licensing: Effective Business Planning and Service	Report on the findings of the Licensing operational review. Outline options for improvement/implementation	2016	
<b>2017 Initiatives</b>			
Archival and Records Management Services: Effectively manage corporate records and ensure that they are identifiable, secure, protected, accessible and available	EDMS and Corporate Information Governance Model – Phase-in	2017-2018	
	Implement suggestions made in ARMS Operational review report.	2017-2018	
Insurance and Risk Management: Risk Analysis to ensure corporation's financial stability and protection of assets.	Begin Claims Management review. Assess and report on implementing such a system	2017-2018	
Elections: Ensure a fair and accessible election while protecting the integrity of the electoral process	Incorporate results of ward boundary review into election deliverables for the 2018 election. Write and present report to council	2017-2018	
Licensing: Effective Business Planning and Service	Implement suggestions made in Licensing Operational review report.	2017-2018	
CCO Wide: Supporting long term service and staff excellence through effective leadership	Begin developing a departmental succession plan in coordination with the Human Resources department including the development of a succession planning policy, promotion of educational and training opportunities for staff, identifying department goals and milestones.	2017-2018	External consultants may be required
Secretariat: Ensure legislative compliance and adherence to Council procedures, and encourage public participation and community engagement	Begin Population Data Optimization review and research options for improving upon current system of collection and storage of population data	2017-2018	
Secretariat – Print and Mail: Provide quality customer service to	Implement suggestions made in Print and Mail Operational review report.	2017	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
internal clients in an efficient and cost effective manner			
<b>2018 Initiatives</b>			
Archival and Records Management Services: Effectively manage corporate records and ensure that they are identifiable, secure, protected, accessible and available	EDMS and Corporate Information Governance Model – Phase-in  Report on successes and efficiencies gained as a result of the implementation of the EDMS system	2016-2018	
Elections: Ensure a fair and accessible election while protecting the integrity of the electoral process	Report on and incorporate findings and suggestions from the population data optimization review.	2018	
	Prepare for and facilitate 2018 Municipal Election.	2018	
Secretariat: Ensure legislative compliance and adherence to Council procedures, and encourage public participation and community engagement	Conduct review of revised on-line posting indexing of Council and Committee webcasts and agendas	2018	

## Business Performance

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

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

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

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



## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Customers served at front counter	x	x	x	20,916	22,000	24,000
Number of Business Licenses Issued per Fiscal Year	Sta.: 2,212 Mob.: 2,093 Mar.: 982	Sta.: 3,158 Mob.: 2,125 Mar.: 671	Sta.: 2,634 Mob.: 2,071 Mar.: 677	Sta.: 3,300 Mob.: 2,200 Mar.: 740	Sta.: 2,712 Mob.: 1,443 Mar.: 685	Sta.: 2800 Mob.: 1500 Mar.: 800
Number of Civil Marriage Ceremonies Performed	x	x	x	x	x	100
Lottery Licenses Issued	25	21	48	30	16	24
Support Letters for Special Occasion Permits/Proclamation Requests	x	x	x	29/37	39/25	40/27
Number of Access Requests and Appeals	119, 22 appeals	126, 10 appeals	90, 4 appeals	115, 4 appeals	146, 4 appeals	160, 6 appeals
Number of JOC Records Centre Record Requests per annum	6,001	6,040	7,899	7,500	7,600	7,500
Number of Boxes Stored Off-site at Iron Mountain per annum	10,932	13,071	16,213	17,600	19,100	18,000
Archival Services Information/Research Requests per annum	281	200	338	361	428	400
Quantity of Archival Records Processed per Annum (no. of boxes)	260	200	260	300	370	350
Number of Sub-division and Site-Plan Registrations per Development Services FTE	57	67	42	50	50	50
Number of Committee of Adjustment Applications	345	362	367	400	420	440
Number of Meetings Council Committee Advisory	Council: 21 Committee:91 Advisory:150	Council: 19 Committee:60 Advisory: 74	Council: 20 Committee:87 Advisory: 85	Council: 12 Committee:48 Advisory 43	Council: 21 Committee:79 Advisory 55	Council: 21 Committee:79 Advisory 60

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFECTIVENESS: How well do we do it?</b>						
Number of claims against the City	x	x	x	x	370	325
Average time to process licenses and Permits	x	x	x	x	5.88 days	2.5 business days
Cost per Processed License	\$61.96	\$88.09	\$87.44	\$64.59	\$73.04	\$98.13
<b>SERVICE QUALITY: Is anyone better off?</b>						
Average time to publish meeting extracts.	x	x	x	x	1 week	1 week

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- Key performance indicators focus on meeting statutory requirements and providing timely access to information and services.

**Additional Business Objectives:**

- Freedom of Information: Foster a culture of privacy protection and open government while maintaining legislative compliance
- Committee of Adjustment: Ensure an open and transparent process for all Committee of Adjustment business
- Archives: Manage and safeguard city information and archival assets

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**Department Head Sign-off**

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

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**Commissioner Sign-off**

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



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
City Clerk																
Revenue																
		3511 Service Charges	449,188	477,877	506,896	(27,172)	0	479,724	(27,172)	(5.4)%	503,683	23,959	528,309	24,626	553,617	25,308
		3522 Trsf. fm Res. & Res. Funds	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3524 Trsf. from Capital Fund	2,666	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3550 Departmental Revenues	92	30	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3568 Licenses and Permits	1,098,109	1,440,601	1,196,290	47,031	0	1,243,321	47,031	3.9%	1,310,053	66,732	1,329,557	19,504	1,358,297	28,740
		3576 Taxable Sales-Postage Fees	760	1,256	2,151	(260)	0	1,891	(260)	(12.1)%	1,867	(24)	1,867	0	1,926	59
		3614 General Revenue	5,415	4,567	4,928	552	0	5,480	552	11.2%	6,147	667	6,260	113	6,372	112
		3618 Dept. Misc. Revenues	32,415	67,018	32,666	1,900	0	34,566	1,900	5.8%	37,343	2,777	38,378	1,035	39,282	904
		3621 Insurance Claims Revenue	534	2,594,998	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3784 Revenues for Specific Funct.	2,000	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>1,591,178</b>	<b>4,586,348</b>	<b>1,742,931</b>	<b>22,051</b>	<b>0</b>	<b>1,764,982</b>	<b>22,051</b>	<b>1.3%</b>	<b>1,859,093</b>	<b>94,111</b>	<b>1,904,371</b>	<b>45,278</b>	<b>1,959,494</b>	<b>55,123</b>
Labour Costs																
		7010 Full Time	3,462,311	3,790,702	3,812,727	(424,956)	0	3,387,771	(424,956)	(11.1)%	3,397,939	10,168	3,398,971	1,032	3,398,971	0
		7012 Overtime	38,907	30,662	30,758	30	0	30,788	30	0.1%	30,788	0	30,788	0	30,788	0
		7015 Part Time	107,603	173,353	203,052	4,403	0	207,455	4,403	2.2%	211,737	4,282	212,917	1,180	212,917	0
		7016 Full Time Contracts	42,264	36,489	0	524,695	0	524,695	524,695	0.0%	527,467	2,772	530,235	2,768	530,235	0
		7017 Benefits	948,872	1,041,417	1,052,009	(97,363)	0	954,646	(97,363)	(9.3)%	975,196	20,550	999,668	24,472	1,023,562	23,894
		7020 Benefits - FT Contract	4,142	4,156	0	143,242	0	143,242	143,242	0.0%	146,636	3,394	151,116	4,480	154,830	3,714
		<b>Total Labour Costs</b>	<b>4,604,099</b>	<b>5,076,779</b>	<b>5,098,546</b>	<b>150,051</b>	<b>0</b>	<b>5,248,597</b>	<b>150,051</b>	<b>2.9%</b>	<b>5,289,763</b>	<b>41,166</b>	<b>5,323,695</b>	<b>33,932</b>	<b>5,351,303</b>	<b>27,608</b>
Other Expenses																
		7040 Honorariums	19,713	23,488	26,320	0	0	26,320	0	0.0%	26,320	0	26,320	0	26,320	0
		7100 Mileage	906	1,629	2,149	0	0	2,149	0	0.0%	2,149	0	2,149	0	2,149	0
		7105 Membership/Dues/Fees	10,954	5,185	9,675	502	0	10,177	502	5.2%	10,686	509	10,986	300	10,986	0
		7110 Meals & Meal Allowances	34,922	32,425	38,770	0	0	38,770	0	0.0%	38,770	0	38,770	0	38,770	0
		7115 Training & Development	6,011	4,884	9,731	0	(2,144)	7,587	(2,144)	(22.0)%	7,587	0	7,587	0	7,587	0
		7120 Telephone Charges	282	94	594	0	0	594	0	0.0%	594	0	594	0	594	0
		7122 Cellular Telephones	10,839	10,458	11,928	0	300	12,228	300	2.5%	12,228	0	12,228	0	12,228	0
		7125 Subscriptions/Publications	1,872	1,869	4,322	0	0	4,322	0	0.0%	4,322	0	4,322	0	4,322	0
		7126 Newsletters & Mailings	1,384	1,800	1,800	0	0	1,800	0	0.0%	1,800	0	1,800	0	1,800	0
		7130 Seminars & Workshops	450	1,288	3,135	0	0	3,135	0	0.0%	3,135	0	3,135	0	3,135	0
		7135 Advertising	16,101	19,154	25,089	0	0	25,089	0	0.0%	25,089	0	25,089	0	25,089	0
		7150 Community Gifts & Promotions	4,030	3,482	4,000	0	200	4,200	200	5.0%	4,200	0	4,200	0	4,200	0
		7151 Community Hosting Events	0	0	0	0	4,523	4,523	4,523	0.0%	4,523	0	4,523	0	4,523	0
		7200 Office Supplies	22,728	22,414	25,168	0	2,144	27,312	2,144	8.5%	27,312	0	27,312	0	27,312	0
		7202 Records Mgmt Supplies	118,172	126,849	135,965	6,618	0	142,583	6,618	4.9%	152,739	10,156	159,647	6,908	166,724	7,077
		7204 Council - Office Decorations	322	250	500	0	900	1,400	900	180.0%	1,400	0	1,400	0	1,400	0
		7205 Computer Supplies	8,758	8,488	9,200	0	0	9,200	0	0.0%	9,200	0	9,200	0	9,200	0
		7210 Office Equip. & Furniture	24	4,986	9,820	(5,000)	(2,700)	2,120	(7,700)	(78.4)%	2,120	0	2,120	0	2,120	0
		7211 Computer Hardware/Software	7,185	5,613	5,101	(2,845)	0	2,256	(2,845)	(55.8)%	2,256	0	2,256	0	2,256	0
		7215 Mtce. & Repairs - Equip	1,778	193	4,600	0	0	4,600	0	0.0%	4,600	0	4,600	0	4,600	0
		7220 Copiers, Faxes and Supplies	34,527	35,572	41,858	0	(500)	41,358	(500)	(1.2)%	41,358	0	41,358	0	41,358	0
		7221 Corporate Promotions	(45)	500	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0	1,000	0
		7222 Printing	38,509	36,828	33,359	0	500	33,859	500	1.5%	33,859	0	33,859	0	33,859	0
		7225 Postal Services	371,984	609,684	440,750	110,000	1,000	551,750	111,000	25.2%	606,750	55,000	667,250	60,500	733,800	66,550
		7226 Courier Services	2,719	2,489	2,600	0	0	2,600	0	0.0%	2,600	0	2,600	0	2,600	0
		7227 Community Event Tickets	16,200	6,350	16,200	0	300	16,500	300	1.9%	16,500	0	16,500	0	16,500	0
		7235 Archival Services	8,385	4,807	9,628	0	0	9,628	0	0.0%	9,628	0	9,628	0	9,628	0
		7300 Protective Clothing/Uniforms	434	770	876	0	0	876	0	0.0%	876	0	876	0	876	0
		7330 Materials & Supplies	48,290	58,354	32,857	17,003	0	49,860	17,003	51.7%	49,860	0	49,860	0	49,860	0
		7380 Microfilming Imaging Serv.	2,336	4,784	2,544	0	0	2,544	0	0.0%	2,544	0	2,544	0	2,544	0
		7410 Rental, Leases - Equipment	45,375	70,094	116,473	0	0	116,473	0	0.0%	116,473	0	116,473	0	116,473	0
		7445 Awards	1,270	2,305	6,023	0	(4,523)	1,500	(4,523)	(75.1)%	1,500	0	1,500	0	1,500	0
		7470 Insurance Expense	3,500,185	4,705,497	4,606,904	272,614	0	4,879,518	272,614	5.9%	5,423,024	543,506	6,130,639	707,615	6,459,303	328,664
		7520 Professional Fees	6,742	9,090	31,700	0	0	31,700	0	0.0%	31,700	0	31,700	0	31,700	0

7531 Service Contracts	5,039	229	210	0	0	210	0	0.0%	210	0	210	0	210	0
7560 Gas/Diesel - Vehicles	7,600	7,043	8,296	100	0	8,396	100	1.2%	8,496	100	8,596	100	8,696	100
7630 Wireless/Internet Commun.	2,779	3,252	4,000	0	0	4,000	0	0.0%	4,000	0	4,000	0	4,000	0
7699 Sundry Expenses	732	1,352	2,255	0	0	2,255	0	0.0%	2,255	0	2,255	0	2,255	0
7700 Chgs. from Othe Depts.	104	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
7710 Internal Recoveries	(8,746)	(1,313)	0	0	0	0	0	0.0%	0	0	0	0	0	0
7712 Joint Serv. Recovery - Library	(13,547)	(16,948)	(17,809)	(541)	0	(18,350)	(541)	3.0%	(18,350)	0	(18,350)	0	(18,350)	0
7780 Trf to Reserve Insurance	1,145,104	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
7785 Trsf to Reserve Other	0	2,573,475	0	0	0	0	0	0.0%	0	0	0	0	0	0
<b>Total Other Expenses</b>	<b>5,482,411</b>	<b>8,388,765</b>	<b>5,667,591</b>	<b>398,451</b>	<b>0</b>	<b>6,066,042</b>	<b>398,451</b>	<b>7.0%</b>	<b>6,675,313</b>	<b>609,271</b>	<b>7,450,736</b>	<b>775,423</b>	<b>7,853,127</b>	<b>402,391</b>
<b>Total City Clerk</b>	<b>8,495,332</b>	<b>8,879,196</b>	<b>9,023,206</b>	<b>526,451</b>	<b>0</b>	<b>9,549,657</b>	<b>526,451</b>	<b>5.8%</b>	<b>10,105,983</b>	<b>556,326</b>	<b>10,870,060</b>	<b>764,077</b>	<b>11,244,936</b>	<b>374,876</b>

\* Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

#### 2015 Budget Variance Comments

3511 - Service Charges	Decrease primarily due to lower volumes for minor variances, offset by price increases
3568 - Licenses and Permits	Increase due to price and volume increases
3576 - Taxable Sales	Decrease due to lower volumes for recording of meetings
3614 - General Revenue	Increase due to price and volume increases
3618 - Dept. Misc Revenues	Increase due to price and volume increases
7010 - Full Time	Decrease due to realignment with Full Time Contract line, offset by progressions and economic adjustment
7012 - Overtime	Increase due to economic adjustment
7015 - Part Time	Increase due to progressions and economic adjustment
7016 - Full Time Contract	Increase due to realignment with Full Time
7017 - Benefits	Decrease due to realignment with Benefits - FT Cont., offset by increase as per budget guidelines
7020 - Benefits - FT Contract	Increase due to realignment with Benefits
7105 - Membership/Dues/Fees	Increase as per budget guidelines
7115 - Training & Development	Decrease due to reallocation to Office Supplies
7122 - Cellular Telephones	Increase due to reallocation from Copiers, Faxes and Supplies
7150 - Community Gifts & Promotions	Increase due to reallocation from Copiers, Faxes and Supplies
7151 - Community Hosting Events	Increase due to reallocation from Awards
7200 - Office Supplies	Increase due to reallocation from Training & Development
7202 - Records Mgmt Supplies	Increase due to contractual obligation
7204 - Council Office Decorations	Increase due to reallocation from Office Equip. & Furniture
7210 - Office Equip. & Furniture	Decrease due to reallocation of \$2,700 to various lines and removal of one-time funding for 2014 ARRs
7211 - Computer Hardwr/Softwr	Decrease due to removal of one-time funding for 2014 ARRs
7220 - Copiers, Faxes and Supplies	Decrease due to reallocation to Cellular Telephones & Community Gifts & Promotions
7222 - Printing	Increase due to reallocation from Office Equip. & Furniture
7225 - Postal Services	Increase due contractual obligation (postal rates increases)
7227 - Community Event Tickets	Increase due to reallocation from Office Equip. & Furniture
7330 - Materials & Supplies	Increase due to increase in volume for marriage licenses (offset by marriage license revenues)
7445 - Awards	Decrease due to reallocation to Community Hosting Events
7470 - Insurance Expenses	Increase as per schedule
7560 - Gas/Diesel - Vehicles	Increase as per budget guidelines
7712 - Joint Serv. Recovery - Library	Increase as per agreement

#### 2016 Budget Variance Comments

3511 - Service Charges	Increase due to price and volume
3568 - Licenses, Permits & Fines	Increase due to price and volume
3576 - Taxable Sales	Decrease due to volume
3614 - General Revenue	Increase due to price and volume increases
3618 - Dept. Misc Revenues	Increase due to price and volume increases
7010 - Full Time	Increase due to progressions
7015 - Part Time	Increase due to progressions
7016 - Full Time Contract	Increase due to progressions

7017 - Benefits	Increase as per budget guidelines
7020 - Benefits - FT Contract	Increase as per budget guidelines
7105 - Membership/Dues/Fees	Increase as per budget guidelines
7202 - Records Mgmt Supplies	Increase due to contractual obligation
7225 - Postal Services	Increase due to anticipated contractual price increase
7470 - Insurance Expenses	Increase as per schedule
7560 - Gas/Diesel - Vehicles	Increase as per budget guidelines

***2017 Budget Variance Comments***

3511 - Service Charges	Increase due to price and volume
3568 - Licenses, Permits & Fines	Increase due to price and volume
3614 - General Revenue	Increase due to price and volume increases
3618 - Dept. Misc Revenues	Increase due to price and volume increases
7010 - Full Time	Increase due to progressions
7015 - Part Time	Increase due to progressions
7016 - Full Time Contract	Increase due to progressions
7017 - Benefits	Increase as per budget guidelines
7020 - Benefits - FT Contract	Increase as per budget guidelines
7105 - Membership/Dues/Fees	Increase as per budget guidelines
7202 - Records Mgmt Supplies	Increase due to contractual obligation
7225 - Postal Services	Increase due to anticipated contractual price increase
7470 - Insurance Expenses	Increase as per schedule
7560 - Gas/Diesel - Vehicles	Increase as per budget guidelines

***2018 Budget Variance Comments***

3511 - Service Charges	Increase due to price and volume
3568 - Licenses, Permits & Fines	Increase due to price and volume
3576 - Taxable Sales	Increase due to price
3614 - General Revenue	Increase due to price and volume increases
3618 - Dept. Misc Revenues	Increase due to price and volume increases
7017 - Benefits	Increase as per budget guidelines
7020 - Benefits - FT Contract	Increase as per budget guidelines
7202 - Records Mgmt Supplies	Increase due to contractual obligation
7225 - Postal Services	Increase due to anticipated contractual price increase
7470 - Insurance Expenses	Increase as per schedule
7560 - Gas/Diesel - Vehicles	Increase as per budget guidelines

## 2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2015	New/Enhanced Services	060-15-02	Constituent Inquiry Tracking	0.0	0	17,600	0	0	17,600
	<b>New/Enhanced Services Total</b>			<b>0.0</b>	<b>0</b>	<b>17,600</b>	<b>0</b>	<b>0</b>	<b>17,600</b>
	Supporting Transformation	060-14-07	Part-Time Clerk Typist - Level 3	0.7	30,584	0	7,845	1,200	37,229
	<b>Supporting Transformation Total</b>			<b>0.7</b>	<b>30,584</b>	<b>0</b>	<b>7,845</b>	<b>1,200</b>	<b>37,229</b>
<b>2015 Total</b>				<b>0.7</b>	<b>30,584</b>	<b>17,600</b>	<b>7,845</b>	<b>1,200</b>	<b>54,829</b>
2017	Maintain/Growth	060-TBD-01	Licencing Officer	0.7	57,944	0	0	0	57,944
	<b>Maintain/Growth Total</b>			<b>0.7</b>	<b>57,944</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>57,944</b>
	Supporting Transformation	060-14-06	Strategic Risk Consultant	0.0	0	0	50,000	0	50,000
		060-15-01	Enterprise Risk Project Manager	1.0	119,288	1,700	17,000	0	137,988
	<b>Supporting Transformation Total</b>			<b>1.0</b>	<b>119,288</b>	<b>1,700</b>	<b>67,000</b>	<b>0</b>	<b>187,988</b>
<b>2017 Total</b>				<b>1.7</b>	<b>177,232</b>	<b>1,700</b>	<b>67,000</b>	<b>0</b>	<b>245,932</b>
<b>Grand Total</b>				<b>2.4</b>	<b>207,816</b>	<b>19,300</b>	<b>74,845</b>	<b>1,200</b>	<b>300,761</b>

2015 - 2018 Draft Capital Projects

Budget\$					Group	
Year	Project #	Title	Ward	Project Type	Capital from Taxation	Grand Total
2018	CL-2520-18	City Archives Outreach Equipment	City-Wide	New Initiative	22,660	22,660
2018 Total					22,660	22,660
2019+	CL-2523-19	High Density Mobile Shelving Retrofit	City-Wide	New Initiative	22,000	22,000
2019+ Total					22,000	22,000
Grand Total					44,660	44,660





CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*Legal Services / Real Estate*

## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

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

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

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

1. Provide Council, Senior Management, and Staff with timely and high quality legal advice
2. Ensure that the City is protected from legal harm and its interests are fairly represented
3. Contribute to responsibly managing the economic growth and development of the City

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

1. Manage Growth and Economic Well-being
  - *Key Outcome:* Contribute to responsibly managing the economic growth and development of the City
2. Demonstrate Excellence in Service Delivery
  - *Key Outcome:* Provide Council, Senior Management, and Staff with timely and high quality legal advice
3. Ensure Financial Sustainability
  - *Key Outcome:* Ensure that the City is protected from legal harm and its interests are fully represented

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2013	2014 Base	2015	2016	2017	2018
Full Time	13	14	19			
Part Time	1	4	3			
Overtime						

## 2015-2018 Business Plan

### Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Resources
  - Continuing growth, legislative changes and increasing complexity of OMB, real estate, general municipal matters and litigation, create a future challenge to continue to ensure service levels are met. Additional lawyers/law clerks real estate staff will be needed.
- Vaughan Metropolitan Centre
  - Development within the Vaughan Metropolitan Centre is expected to increase pressure on existing legal and real estate resources
- Vaughan Official Plan 2010
  - There are 142 appeals of Vaughan Official Plan 2010 and numerous appeals of various Secondary Plans which require legal support at the Ontario Municipal Board. These mediations/prehearings and hearings will commence in late 2012 and continue throughout 2015 and 2016, utilizing 2 lawyers and support staff completely, and additional external or internal lawyers, depending on scheduling and workloads.
- Hospital
  - Support for the development of a hospital in Vaughan is a future resource challenge, as significant time is required for continued coordination with MacKenzie Health and other levels of government to meet hospital development timelines.
- Real Estate
  - Continued growth creates a future challenge for land acquisition to fulfill City requirements. Additional real estate staff will be needed to ensure timely acquisition for all City requirements including capital projects.
  - Many services within the City continue to require additional land to maintain service levels and keep pace with growth. Legal and Real Estate staff are developing a unified land acquisition strategy

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Corporate Strategic Initiatives
  - As a service department, any future pressures/challenges identified by all City Departments impact Legal Services. Legal and Real Estate Services support and contribute to the numerous initiatives undertaken by all City Departments.
  - Implementation of various initiatives to support the development of the Vaughan Metropolitan Center in addition to the Ontario Municipal Board matters requires significant Legal and Real Estate support
  - An emerging initiative, Procurement and Contract Administration will require Legal support in initiation /transition/implementation and presents a future pressure/challenge regarding resources.

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- The department anticipates submitting ARRs in future years for additional legal and real estate staff in order to keep pace with growth and the increased complexity of development files in intensification areas and real estate transactions.

## 2015-2018 Business Plan

### Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2014 Initiatives</b>			
Represent the City's legal and economic interests	1. Defend/Resolve Appeals of VOP 2010 and Secondary Plans  <b>Projects:</b> <ul style="list-style-type: none"><li>VOP Pre-hearings/Mediations</li></ul>	2013-2015	
	2. Continue to maximize cash-in-lieu of parkland collection by the City, and acquisition of parkland and open space to implement the Active Together Master Plan, and required lands from the Development Charges Background Study  <b>Projects:</b> <ul style="list-style-type: none"><li>Cash-in-Lieu By-law Update</li><li>Commence Acquisition Strategy</li></ul>	2013-2016	Additional resources required
Provide legal support for City departments and corporate strategic initiatives	3. Provide continued support for the development of the Vaughan Metropolitan Centre  <b>Projects:</b> <ul style="list-style-type: none"><li>VMC Secondary Plan Mediation<ul style="list-style-type: none"><li>Strata Title Agreements</li><li>Section 37 Guidelines</li><li>Parkland valuations</li><li>Black Creek Renewal project</li></ul></li></ul>	2014-2015	
	4. Provide continued support for the realization of a hospital in Vaughan and TYSSE (subway) development  <b>Projects:</b> <ul style="list-style-type: none"><li>Vaughan Healthcare Centre precinct Plan/Ground Lease/Infrastructure agreement</li><li>Tunnel Agreements</li></ul>	2014  2014	
	5. Commence Procurement and Contract Administration Initiative	2014-2016	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	<b>Projects:</b> <ul style="list-style-type: none"> <li>Template Development and Update Policy regarding Eligibility of Vendors</li> </ul>		
<b>2015 Initiatives</b>			
Represent the City's legal and economic interests	1. Defend/Resolve Appeals of VOP 2010 and Secondary Plans  <b>Projects:</b> <ul style="list-style-type: none"> <li>VOP Pre-hearings</li> <li>Vaughan Mills Centre Secondary Plan Mediation</li> </ul>	2014-2015	
Provide legal support for City departments and corporate strategic initiatives	2. Provide continued support for the development of Vaughan Metropolitan Centre  <b>Projects:</b> <ul style="list-style-type: none"> <li>VMC Secondary Plan Mediation</li> <li>Comprehensive Zoning By-law Review</li> <li>Community Improvement Plan</li> <li>Black Creek Renewal</li> <li>Site Specific OMB appeals</li> <li>Real Estate: Appraisals, Acquisitions, Expropriations</li> <li>TYSSE (subway) development</li> </ul>	2014-2015  2015  2014-2015 2014-2016  2015-2017	
	3. Provide continued support for the realization of a hospital in Vaughan  <b>Projects:</b> <ul style="list-style-type: none"> <li>Infrastructure Ontario RFP process participation</li> </ul>	2015-2016	
	4. Continue Procurement and Contract Administration Initiative  <b>Projects:</b> <ul style="list-style-type: none"> <li>Contract Administration Implementation</li> <li>Template Development</li> <li>Update Policy regarding Eligibility of Vendors</li> </ul>	2015-2016	
	5. Commence Enterprise Risk Management Strategy	2015-2016	
Represent the City's Legal and economic interests			

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	<b>Projects:</b> <ul style="list-style-type: none"> <li>Develop an Overall risk Management Statement</li> <li>Develop an Organizational Risk Management Policy</li> <li>Develop Risk Management Categories Types</li> <li>Develop Event List</li> <li>Develop Risk Management Tools to support Strategic/Business Planning. Develop Key Risk Indicators to manage Strategic Risk</li> <li>Develop Risk Management Tools to support Operational Risk Mitigation. Develop Key Risk Indicators to manage Operational Risk.</li> </ul>	2015 2015 2015 2016 2016	Additional Resources Required
Represent the City's legal and economic interests	6. Continue to maximize cash-in-lieu of parkland collection by the City, and acquisition of parkland and open space to implement the Active Together Master Plan  <b>Projects:</b> <ul style="list-style-type: none"> <li>Commence Land Acquisition Strategy</li> <li>Cash-in-Lieu Policy Review</li> <li>Parkland/Works Yard Purchases</li> </ul>	2015	
	7. Implementation of By-law Strategy  <b>Projects:</b> Phase I <ul style="list-style-type: none"> <li>Needs assessment</li> <li>Key criteria for prioritization</li> <li>By-law lifecycle for the review of regulatory by-laws</li> </ul> Phase II <ul style="list-style-type: none"> <li>Establish Centre of Excellence/singular point of contact</li> <li>Apply criteria to by-law inventory</li> <li>Develop 5 year plan</li> </ul>	2015       2016	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2016 Initiatives</b>			
Provide legal support for City departments and corporate strategic initiatives	1. Provide continued support for the development of the Vaughan Metropolitan Centre <ul style="list-style-type: none"> <li>Black Creek Renewal Project</li> </ul>	2016  2016-2018	
Represent the City's legal and economic interests	2. Continue to maximize cash-in-lieu of parkland collection by the City and acquisition of parkland and open space to implement the Active Together Master Plan, Fire Master Plan  <b>Projects:</b> <ul style="list-style-type: none"> <li>Fire Station land purchase/ West Vaughan works yard purchase</li> <li>North Vaughan park purchase</li> </ul>	2016	Additional resources required
	3. Support for development of all Secondary Plan areas  <b>Projects:</b> <ul style="list-style-type: none"> <li>OMB Secondary Plan Mediations/Hearings</li> <li>Comprehensive Zoning By-law Review</li> </ul>	2016	
<b>2017 Initiatives</b>			
Provide legal support for City departments and corporate strategic initiatives	1. Provide continued support for the development of the Vaughan Metropolitan Centre <ul style="list-style-type: none"> <li>Black Creek Renewal</li> </ul> 2. Support for development of all Secondary Plan areas  <b>Projects:</b> Comprehensive Zoning By-law Review	2017  2016-2018	
Represent the City's legal and economic interests	3. Continue to maximize cash-in-lieu of parkland Collection by the City, and acquisition of parkland and open space to implement the Active Together Master Plan  4. Continue to acquire land for City needs, Development Charges Background Study 2013	2017	Additional resources required



## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	<b>Projects:</b> <ul style="list-style-type: none"> <li>North Vaughan Works Yard purchase</li> <li>North Vaughan Fire Station land purchase</li> </ul>	2016-2017	
<b>2018 Initiatives</b>			
Provide legal support for City departments and corporate strategic initiatives	1. Provide continued support for the development of the Vaughan Metropolitan Centre <ul style="list-style-type: none"> <li>Black Creek Renewal</li> </ul> 2. Support for development of all Secondary Plan areas  <b>Projects:</b> Comprehensive Zoning By-law Review	2018	
Represent the City's legal and economic interests	3. Support for development initiatives on Vaughan Healthcare Centre Precinct	2018	

## Business Performance

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

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

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

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Number of Employees Per Lawyer	208	216	224	218	223	249
Number of	52,000	57,000	58,846	50,230	51,995	62,883

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
Residents per Lawyer						
Number of Acquisitions and Sales	Acq: 6 Sales: 8	Acq: 6 Sales: 4	Acq: 5 Sales: 2	Acq: 5 Sales: 6	Acq: 3 Sales: 4	Acq: 3 Sales: 10
Dollar Value of Cash in lieu Parkland Determination	\$3,550,000	\$5,701,600	\$3,191,680	\$5,000,000	\$5,774,200	\$5,000,000
Number of Ontario Municipal Board Matters				VOP 2010-142 Appeals	VOP 2010 – 142 V Metro C – 21 WVEA – 6 Centre St – 7 Tesmar Misc. (Zoning, Committee of Adjustment) - 10	VOP 2010 – 142 V Metro C – 21 V. Mills – 11 Centre St – 7 Tesmar – Misc. - 10
Number of Litigation Matters	30	29	52	35	37	37
<b>EFFECTIVENESS: How well do we do it?</b>						
Number of Days Required: OMB and Litigation	OMB: 270 Lit: 190	OMB: 101 Lit: 159	OMB: 309 Lit: 205	OMB: 320 Lit: 386	OMB: 600 Lit: 384	OMB: 600 Lit: 250
Dollar Value of Acquisitions and Sales	Acq: \$1,036,585  Sales: \$100,521	Acq: \$18,521,660  Sales: \$14,054	Acq: \$16,287,000  Sales: \$76,000	Acq: \$6,162,000  Sales: \$236,000	Acq: \$20,000,000  Sales: \$6,550,000	Acq: \$4,260,000  Sales \$1,095,000
<b>SERVICE QUALITY: Is anyone better off?</b>						

## 2015-2018 Business Plan

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- Days required for OMB pre-hearings, motions, mediations and hearings has increased exponentially due to appeals of the Vaughan Official Plan 2010, the Vaughan Metropolitan Centre Secondary Plan, the Vaughan Mills Centre Secondary Plan, other secondary plans, and miscellaneous OMB appeals of zoning/site plan/Committee of Adjustment matters
- Pressure for land acquisitions to maintain City service levels continues to increase
- Complexity and time commitment for OMB, litigation and Real Estate has increased.
- Vaughan Metropolitan Centre development implementation involves many complex initiatives requiring legal and real estate support
- The Contract/ Procurement Management and administration initiative requires additional resources.
- Legal and Real Estate Departmental staffing remains at or below ratios found in comparable municipalities

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**Department Head Sign-off**

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

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**Commissioner Sign-off**

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

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Legal Services</b>																
	<b>Revenue</b>															
		3522 Trsf. fm Res. & Res. Funds	228,709	189,000	189,000	14,000	0	203,000	14,000	7.4%	201,000	(2,000)	209,000	8,000	218,000	9,000
		3586 Rents and Concessions	0	35,000	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3618 Dept. Misc. Revenues	63,480	60,432	67,478	2,838	0	70,316	2,838	4.2%	73,558	3,242	74,788	1,230	76,018	1,230
		<b>Total Revenue</b>	<b>292,189</b>	<b>284,432</b>	<b>256,478</b>	<b>16,838</b>	<b>0</b>	<b>273,316</b>	<b>16,838</b>	<b>6.6%</b>	<b>274,558</b>	<b>1,242</b>	<b>283,788</b>	<b>9,230</b>	<b>294,018</b>	<b>10,230</b>
	<b>Labour Costs</b>															
		7010 Full Time	1,210,543	1,353,916	1,487,089	22,107	0	1,509,196	22,107	1.5%	1,519,731	10,535	1,525,815	6,084	1,530,264	4,449
		7015 Part Time	46,239	49,835	56,669	0	0	56,669	0	0.0%	56,669	0	56,669	0	56,669	0
		7016 Full Time Contracts	84,146	18,104	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	328,957	373,270	404,178	13,612	0	417,790	13,612	3.4%	428,321	10,531	440,696	12,375	452,732	12,036
		7020 Benefits - FT Contract	8,246	1,801	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>1,678,132</b>	<b>1,796,925</b>	<b>1,947,936</b>	<b>35,719</b>	<b>0</b>	<b>1,983,655</b>	<b>35,719</b>	<b>1.8%</b>	<b>2,004,721</b>	<b>21,066</b>	<b>2,023,180</b>	<b>18,459</b>	<b>2,039,665</b>	<b>16,485</b>
	<b>Other Expenses</b>															
		7100 Mileage	3,930	3,603	4,799	0	0	4,799	0	0.0%	4,799	0	4,799	0	4,799	0
		7105 Membership/Dues/Fees	21,123	519	13,253	500	0	13,753	500	3.8%	14,253	500	14,853	600	15,053	200
		7110 Meals & Meal Allowances	889	531	396	0	0	396	0	0.0%	396	0	396	0	396	0
		7115 Training & Development	460	31	1,238	0	0	1,238	0	0.0%	1,238	0	1,238	0	1,238	0
		7120 Telephone Charges	865	647	0	0	500	500	500	0.0%	500	0	500	0	500	0
		7122 Cellular Telephones	4,830	5,189	5,020	0	500	5,520	500	10.0%	5,520	0	5,520	0	5,520	0
		7125 Subscriptions/Publications	26,975	29,843	29,500	0	(1,500)	28,000	(1,500)	(5.1)%	28,000	0	28,000	0	28,000	0
		7130 Seminars & Workshops	5,265	7,880	7,434	0	0	7,434	0	0.0%	7,434	0	7,434	0	7,434	0
		7200 Office Supplies	3,742	4,394	2,662	0	0	2,662	0	0.0%	2,662	0	2,662	0	2,662	0
		7205 Computer Supplies	268	395	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7210 Office Equip. & Furniture	63	2,505	755	0	0	755	0	0.0%	755	0	755	0	755	0
		7211 Computer Hardware/Software	5,440	7,921	4,435	69	0	4,504	69	1.6%	4,574	70	4,645	71	4,718	73
		7219 Registration Fees	32,758	33,452	20,000	10,000	0	30,000	10,000	50.0%	30,000	0	30,000	0	30,000	0
		7220 Copiers, Faxes and Supplies	19,467	15,634	10,885	0	0	10,885	0	0.0%	10,885	0	10,885	0	10,885	0
		7222 Printing	0	29	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7226 Courier Services	3,031	1,571	1,750	0	0	1,750	0	0.0%	1,750	0	1,750	0	1,750	0
		7333 Contract Services	4,701	3,876	5,440	0	0	5,440	0	0.0%	5,440	0	5,440	0	5,440	0
		7520 Professional Fees	304,269	104,396	116,099	0	0	116,099	0	0.0%	116,099	0	116,099	0	116,099	0
		7630 Wireless/Internet Commun.	284	434	0	0	500	500	500	0.0%	500	0	500	0	500	0
		7699 Sundry Expenses	561	425	865	0	0	865	0	0.0%	865	0	865	0	865	0
		7712 Joint Serv. Recovery - Library	(2,035)	(2,035)	(2,035)	0	0	(2,035)	0	0.0%	(2,035)	0	(2,035)	0	(2,035)	0
		<b>Total Other Expenses</b>	<b>436,886</b>	<b>221,238</b>	<b>222,496</b>	<b>10,569</b>	<b>0</b>	<b>233,065</b>	<b>10,569</b>	<b>4.8%</b>	<b>233,635</b>	<b>570</b>	<b>234,306</b>	<b>671</b>	<b>234,579</b>	<b>273</b>
<b>Total Legal Services</b>			<b>1,822,829</b>	<b>1,733,732</b>	<b>1,913,954</b>	<b>29,450</b>	<b>0</b>	<b>1,943,404</b>	<b>29,450</b>	<b>1.5%</b>	<b>1,963,798</b>	<b>20,394</b>	<b>1,973,698</b>	<b>9,900</b>	<b>1,980,226</b>	<b>6,528</b>

\* Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

3522 - Trsf. fm Res. & Res. Funds	Increase as per reserve calculation
3618 - Dept. Misc. Revenues	Increase as per budget guidelines
7010 - Full Time	Increase due to economic adjustment and progressions
7017 - Benefits	Increase as per budget guidelines
7105 - Membership/Dues/Fees	Increase due to annual fees changes
7120 - Telephone Charges	Increase due to reallocation from Subscriptions/Publ.
7122 - Cellular Telephones	Increase due to reallocation from Subscriptions/Publ.
7125 - Subscriptions/Publications	Decrease due to reallocation to Telephone Charges, Cellular Telephones and Wireless
7211 - Computer Hardwr/Softwr	Increase as per budget guidelines
7219 - Registration Fees	Increase due to higher volumes of registrations
7630 - Wireless/Internet Commun.	Increase due to reallocation from Subscriptions/Publ.

## Revenue and Expenditure Summary

### 2015 Operating Budget & 2016-18 Operating Plan

#### ***2016 Budget Variance Comments***

3522 - Trsf. fm Res. & Res. Funds	Increase as per reserve calculation
3618 - Dept. Misc. Revenues	Increase as per budget guidelines
7010 - Full Time	Increase due to progression
7017 - Benefits	Increase as per budget guidelines
7105 - Membership/Dues/Fees	Increase due to annual fees changes
7211 - Computer Hardwr/Softwr	Increase as per budget guidelines

#### ***2017 Budget Variance Comments***

3522 - Trsf. fm Res. & Res. Funds	Increase as per reserve calculation
3618 - Dept. Misc. Revenues	Increase as per budget guidelines
7010 - Full Time	Increase due to progression
7017 - Benefits	Increase as per budget guidelines
7105 - Membership/Dues/Fees	Increase due to annual fees changes
7211 - Computer Hardwr/Softwr	Increase as per budget guidelines

#### ***2018 Budget Variance Comments***

3618 - Dept. Misc. Revenues	Increase as per budget guidelines
7010 - Full Time	Increase due to progression
7017 - Benefits	Increase as per budget guidelines
7105 - Membership/Dues/Fees	Increase due to annual fees changes
7211 - Computer Hardwr/Softwr	Increase as per budget guidelines

## 2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2015	Maintain/Growth	080-14-02	Real Estate - Acquisitions	1.0	124,969	1,600	1,590		128,159
		080-15-01	Paralegal Prosecutor	1.0	108,439	1,600	3,625	62,449	51,215
	<b>Maintain/Growth Total</b>			<b>2.0</b>	<b>233,408</b>	<b>3,200</b>	<b>5,215</b>	<b>62,449</b>	<b>179,374</b>
	Supporting Transformation	080-14-04	Legal Counsel - Procurement	1.0	162,644	4,600	3,625	0	170,869
		080-15-02	Legal Counsel - Developments	1.0	162,644	4,600	3,625	0	170,869
		080-15-03	Contract Manager	1.0	113,606	1,300	3,625	0	118,531
	<b>Supporting Transformation Total</b>			<b>3.0</b>	<b>438,894</b>	<b>10,500</b>	<b>10,875</b>	<b>0</b>	<b>460,269</b>
<b>2015 Total</b>				<b>5.0</b>	<b>672,302</b>	<b>13,700</b>	<b>16,090</b>	<b>62,449</b>	<b>639,643</b>
<b>Grand Total</b>				<b>5.0</b>	<b>672,302</b>	<b>13,700</b>	<b>16,090</b>	<b>62,449</b>	<b>639,643</b>

## 2015 - 2018 Draft Capital Projects

Budget\$					Group	Grand Total
Year	Project #	Title	Ward	Project Type	Other Sources	
2015	RL-0005-13	Land Acquisition Fees	City-Wide	New Initiative	267,800	267,800
2015 Total					267,800	267,800
2016	RL-0005-13	Land Acquisition Fees	City-Wide	New Initiative	267,800	267,800
2016 Total					267,800	267,800
2017	RL-0005-13	Land Acquisition Fees	City-Wide	New Initiative	267,800	267,800
2017 Total					267,800	267,800
2018	RL-0005-13	Land Acquisition Fees	City-Wide	New Initiative	267,800	267,800
2018 Total					267,800	267,800
<b>Grand Total</b>					<b>1,071,200</b>	<b>1,071,200</b>





CITY OF VAUGHAN

# DRAFT 2015 BUDGET AND 2016-2018 PLAN

*By-Law & Compliance*

## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

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

By-law & Compliance ("BL&C") is responsible for encouraging compliance with in excess of 45 City of Vaughan By-laws through a combination of reactive and proactive enforcement methodologies in both a uniformed and non-uniformed presence in the community. In 2011 the Department assumed responsibility for the delivery of Animal Services for the City, including the delivery of Animal Services (and an animal shelter) for the City of Vaughan, the Town of Bradford West Gwillimbury and the Township of King.

The Department has linkages to numerous departments in the City, including but not limited to, Access Vaughan, Public Works dispatch and Roads, Engineering Services, Building Standards, Planning, City Clerk's Office and the Fire Department.

BL&C is continuing to move towards a compliance based model for managing the City's by-law enforcement activities, initiated in late 2013, with the goal of continuing to provide Community Response with an enhanced and focused education component to increase community/public awareness, greater understanding of the City's by-laws, their purpose, benefit and the way they are administered and enforced.

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

- Provide efficient and effective delivery of by-law compliance and deterring by-law infractions through greater visibility within communities, park lands and City property;
- Greater community engagement and collaboration;
- Proactively protecting health, safety and lifestyles of residents;
- Ensure relevance, continuous improvement and training for staff as needed;
- Encourage greater compliance with City by-laws and educating residents about by-laws and consequences.

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

1. Demonstrate Excellence in Service Delivery
  - Moving toward achieving an enhanced delivery model, while balancing the needs for traditional methods of imposing penalties through ticketing and prosecutions of infractions.
  - Effective continued and improved delivery of core services requires innovative approaches and development of long term strategic directions, founded on greater emphasis of public outreach, education and awareness.
2. Promote Community Safety, Health and Wellness
  - Methodologies focused on enhanced public education and awareness has a greater likelihood of achieving increased voluntary compliance. While this may lessen demands in some areas of enforcement, a more educated public has been known to equate to increased demands for service (e.g. increased complaint volumes) in others.
3. Lead and Promote Environmental Sustainability
  - Officers provide Community Response by patrolling the City to ensure the City-by laws are being

## 2015-2018 Business Plan

complied with as well as investigating complaints and responding to the concerns of those individuals who have contacted the City regarding specific issues/complaints in their immediate area.

#### 4. Manage Growth and Economic Well-being

- With the increasing growth of our communities, enforcement of current by-laws is becoming increasingly complex and time consuming. Investigation of public complaints is resulting in a significant increase in tasks, including necessary research and investigative time to achieve resolution. In addition, although compliance continues to be the ultimate goal, necessary prosecutions may continue to increase with the ever increasing demand for service.

#### **Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	2014 Base	2015	Additional Resource Requests		
			2016	2017	2018
Full Time	47				
Part Time	11				
Overtime					

## Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

Continued growth within the community continues to outpace staffing growth causing an erosion of service delivery. This will continue for the foreseeable future, increasing pressures on current resources and increasing conflict demands for service. Effective continued and improved delivery of core services requires innovative approaches and development of long term strategic directions, founded on greater emphasis of public outreach and education.

With the increasing growth of our communities, enforcement of current by-laws is becoming increasingly complex, complicated and time consuming. Investigation of public complaints is resulting in significant increase in tasks, including necessary research and investigative time to achieve resolution. In addition, though compliance continues to be the ultimate goal, necessary prosecutions may continue to increase with mounting demands for service.

In 2011 the Department assumed responsibility of the delivery of animal services, supporting the needs of the City and two sister municipalities (Township of King and Town of Bradford/West Gwillimbury). The City rolled out our on-line Animal Licensing Program shortly thereafter. This online system has shown an increase in licenses issued from (1,050) in 2011 to (3,218) in 2013. As of August 13<sup>th</sup> there have been 1,894 animal licenses issued for 2014. As on-line services continue to increase in popularity, on-going improvements to overall services will develop opportunities to increase compliance with animal licensing provisions and responsible pet ownership; effectively decreasing the manual tasks related to the licensing program.

Although the animal shelter has operated at optimal efficiency since its opening, current demands exceed its capacity, causing strain on already limited resources, equating to erosion in core services. With the approval and support of minimal additional resources, considerable improvements in service delivery can be achieved, including extended hours of operation during identified peak times for adoptions, reduction in overtime costs, reduction of contracted veterinary expenses, improved coverage during times of staff absenteeism and an overall improved service delivery model equating to improved corporate image.

## 2015-2018 Business Plan

This enhancement in service delivery is not currently possible with current resources and staffing complement.

In 2013, BL&C embraced the philosophy of “*Citizens First, Through Service & Organizational Excellence.*” As a first step, in partnership with the Innovation & Continuous Improvement Department, BL&C initiated a departmental operational review, intended to identify, efficiencies, potential opportunities and recommended improvements in order to support moving the Department to an optimal operating model and high performance service provider. Staff’s report on the operational review will be presented to a future Committee of the Whole and will include findings and possible solutions for consideration by Committee and City Council.

In 2002, the Special Enforcement Unit (SEU) was created to meet unique demands such as patrol of park lands and open spaces, enhanced responsiveness to calls for service after hours and on weekends, along with specialized life safety and security duties (e.g. Council, public meetings, etc.). Since its creation, the Unit has seen a substantial increase in demands for service, such as the need for increased presence and pro-active patrols in ever expanding City Parks and open spaces (including TRCA lands), City facilities, number of community centres being built, increased special events, related duties, surge in requests for joint initiatives with other enforcement agencies, increased need for community presence and direct engagement through outreach and education. In keeping with trends typically experienced with community growth, demands for sustainable service has and will continue to increase.

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

Under new leadership, BL&C continues to move towards a compliance based model for managing the City’s by-law environment. A recent public survey, conducted in November 2013 through the Operational Review, concluded the three most important elements of the Department’s role were:

1. Proactively protecting health, safety and lifestyles of residents;
2. Deterring by-law infractions by being more visible in the community, parklands and on City property;
3. Educating residents about by-laws and their consequences.

From the survey it is apparent that the Department’s move to enhancing its focus on increased compliance is very much aligned with the desires of the residents.

A key objective is to continue to provide community response, while enhancing the educational and public outreach component to allow community members to understand the City’s by-laws better, recognize their purpose and value and the way in which they are administered and enforced.

Methodologies focused on enhanced public education and awareness will have a greater likelihood of achieving increased voluntary compliance. While this may lessen demands in some areas of enforcement, a more educated public has been known to equate to an increased demand for service (e.g. increased complaint volumes) in others.

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- There are Additional Resource Requests (ARR’s) requested by By-Law & Compliance for extension of hours, and sustainability of current and future strategic directions and commitments;
- There are numerous areas within the case management function where improvements in technology, mobility, department integration, access to information and reporting may be required. The gaps identified within the case management function could impact the type and level of service provided to our residents and businesses.

## 2015-2018 Business Plan

**Key Stakeholders:** *List major internal and external stakeholders and briefly describe why they are key stakeholders*

- Residents and businesses
- Industry groups & organizations
- Council
- Other internal departments
- External enforcement agencies
- Other municipalities and levels of government

## 2015-2018 Business Plan

### Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Provide efficient and effective delivery of by-law compliance	Enhance service delivery model by implementing the recommendations of the Operational Review	Q2 2015	Allocated
	Review/improve technology requirements and IT solutions, in partnership with ITM, in accordance with findings from Operational Review	2015	Pending further review
	Begin Phase II implementation of By-law Strategy	Q1 through Q4 2015	Allocated
Animal Service delivery model	Review findings of Operational Review, explore service delivery options for a future service delivery model	2015	Pending further review, possible need to hire consultant. To be determined in 2015
Ensure relevance and suitability, continuous improvement and training for staff as needed	Review Standard Operating Procedures and effectiveness of implemented enhancements identified in Operational Review	2015	Allocated
Encourage greater compliance with City by-laws	Create public education and outreach strategy, to support enhanced sustainable safe and vibrant communities; including access to safety education programs for stakeholders (partnership with York Regional Police and other agencies as needed)	2015	Allocated
	Develop public outreach strategy including "By-law Book" (electronic) in conjunction with Corporate Communications		
	Identify key strategies in support of emerging needs associated with MVC, Hospital, public renewal initiative and emerging key City strategies	2015	Re-evaluate costs and submit future ARR's to support public outreach and education.

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2016 Initiatives</b>			
Provide efficient and effective delivery of by-law compliance	Review business practices, including outreach and education programs, methods and successes	2016	Re-evaluate costs and submit future ARR's to support public outreach and education
	Continue implementation of By-law Strategy as required – to address any emerging issues, continue review of by-laws and implementation of related amendments	2016	Re-evaluate costs and submit future ARR's to support implementation of plan
Ensure relevance and suitability, continuous improvement and training for staff as needed	Analyze staff training needs in conjunction with service deliverables and outcomes from 2015 for relevance and suitability	2016	Re-evaluate costs and submit future ARR's to support continuous learning and staff development
Encourage greater compliance with City by-laws	Sustain and enhance public engagement and community outreach in support of public outreach strategy	2016	Re-evaluate costs and submit future ARR's to support public outreach and education
Animal Service delivery model	Implement recommendations of service delivery model review	2016	To be determined
<b>2017 Initiatives</b>			
Provide efficient and effective delivery of by-law compliance	Review business practices, including outreach and education programs and enhance existing programs as required.	2017	Re-evaluate costs and submit future ARR's to support public outreach and education.
Ensure relevance and suitability, continuous improvement and training for staff as needed	Evaluate successes of By-law Strategy implementation from 2015 – 2016	2017	Re-evaluate costs and submit future ARR's to support public outreach and education
Encourage greater compliance with City by-laws	Sustain and enhance public engagement and community outreach in support of public outreach strategy	2017	Re-evaluate costs and submit future ARR's to support public outreach and education
<b>2018 Initiatives</b>			
Provide efficient and effective delivery of by-law compliance	Review business practices, including outreach and education programs and enhance existing programs as required	2018	Re-evaluate costs and submit future ARR's to support public outreach and education
Ensure relevance and suitability, continuous improvement and training for staff as needed	Evaluate successes of By-law Strategy implementation from 2015 – 2016	2018	Re-evaluate costs and submit future ARR's to support public outreach and education



## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Encourage greater compliance with City by-laws	Sustain and enhance public engagement and community outreach in support of public outreach strategy	2018	Re-evaluate costs and submit future ARR's to support public outreach and education

## 2015-2018 Business Plan

### Business Performance

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

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

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

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2014 year to date (estimated).*

Performance Measures	2009	2010	2011	2012	2013	2014 (At Aug 13/14)
<b>EFFICIENCY: What/How much do we do?</b>						
<b>Number of CTS Cases</b>						
<i>Animal</i>	191	259	1,524	2242	1931	1336
<i>BL&amp;C (non-animal)</i>	8,283	8,200	8,666	10,324	9,169	5,779
<i>Cases completed per annum</i>	No data available	No data available	No data available	No data available	No data available	No data available
<b>Number Violation Notices/Orders issued via registered mail</b>	No data available	No data available	No data available	No data available	969	No data available
<b>Number of By-law Related Charges (non-AMP)</b>	No data available	No data available	No data available	No data available	No data available	No data available
<b>Number of Tickets Paid Online (parking/licensing)</b>	No data available	No data available	13,025	13,100	13,200	18,925
<b>Number of Parking Permits Issued</b>						
<i>Construction</i>	No data available	434	1,128	1,458	1,797	1,004
<i>Visitor</i>	No data available	747	899	4,368	18,209	13,156
<i>Monthly</i>	261	147	154	117	223	152
<b>Revenue</b>						
<i>Monthly Resident Parking Revenue Received</i>	14,746.50	8,305	8,701	6,610.5	\$12,599.50	\$8,588.

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (At Aug 13/14)
<i>Generated through Parking Offences</i>	\$1,503,835	\$1,602,215	\$1,750,340	\$1,556,650	\$1,853,310	\$674,085
<i>Collection of Outstanding Fines (tickets for parking and licensing)</i>	\$12,958	\$33,549.50	\$36,225.25	\$64,305	\$80,630.75	\$63,048.75
<b>EFFECTIVENESS: How well do we do it?</b>						
<b>Response Time</b> <i>(within 0-5 days)</i>	47%	45%	52%	51%	56%	75%
<b>Animal Health</b>						
<i>Number of animals passing through system</i>	No data available	No data available	707	1135	998	480
<i>Total Pet Licenses Issued</i>	No data available	No data available	No data available	2145	3,218	2,999
<i>Animal Licenses Vaughan</i>	No data available	No data available	No data available	2193	2279	1,894
<i>Animal Licenses Bradford / West Gwillimbury</i>	No data available	No data available	No data available	1318	939	1105
<i>Pets micro-chipped at outreach clinics</i>	No data available	No data available	No data available	30	29	27
<i>Pets vaccinated at outreach clinics</i>	No data available	No data available	No data available	25	63	9
<i># of adoptions</i>	No data available	No data available	214	431	490	310
<i>Animal Adoption rate</i>	No data available	No data available	No data available	38%	49%	55%
<i>Dog bite complaints (all were subject to further determination – these are complaint stats only)</i>	No data available	No data available	37	49	52	25
<i>Animals returned to owner</i>	No data available	No data available	146	238	238	145
<b>Tickets Issued</b>						
<i>Parking</i>	No data available	No data available	No data available	35,518	43,795	16,425
<i>Number of warning tickets issued - Parking</i>	445	0	0	0	0	295
<i>Parking Ticket Disputes</i>	1,996	4,832	5,450	3,617	4,361	2,268
<i>AMP Parking Ticket Hearings</i>	164	352	400	227	243	81
<i>Licensing Ticket Issued</i>	94	268	211	351	262	118
<i>Licensing Ticket Disputes</i>	51	157	162	137	138	69

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (At Aug 13/14)
<i>AMP Licensing Ticket Hearings</i>	23	80	63	67	62	24
BL&C Information Pamphlets Distributed at Events	No data available	No data available	No data available	No data available	No data available	3,000
<b>SERVICE QUALITY: Is anyone better off?</b>						
<b>Response Time</b> (within 0-5 days)	47%	45%	52%	51%	56%	75%
<b>Total Telephone Calls to Access Vaughan for By-law &amp; Compliance</b>	No data available	No data available	No data available	16,538	19,449	Data pending
<b>Calls Transferred From Access Vaughan to By-law &amp; Compliance</b>	No data available	No data available	No data available	14,660 (89%)	15,390 (79%)	Data pending
<b>Calls Resolved by Access Vaughan</b> <i>NOTE: Resolved by AV means initial call did not result in a call transfer. Some "resolved calls" equate to file creation and work required by BL&amp;C (investigation, etc..).</i>	No data available	No data available	No data available	1,878 (11%)	4,059 (21%)	Data pending
<b>IPSOS Reid Citizen Satisfaction Survey Results</b> (Satisfied / Very Satisfied)	No data available	No data available	76%	79%	No data available	No data available

**Key Performance Indicators Conclusion:** Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.

- By-Law & Compliance Services Complaint-Driven Requests
  - Key Conclusion:** The increase in call volume shows a typical correlation to population increase. This analysis is based on historical data from previous. Additionally, as more complex issues arise and new emerging demands are becoming apparent, the Department identified a key contributing challenges in the over-all effectiveness of service delivery can be attributed to a number of existing by-laws being outdated, not current and are in great need of review and amendment in order to meet current and future anticipated community needs. To address this, the Department developed the "By-law Strategy"; a key strategic plan that will provide a frame work for the review, amendment and creation of by-laws through a renewable "life cycle." Initial phases of this *By-law Strategy* are underway.

## 2015-2018 Business Plan

- **Notes:** The measure demonstrates an increase in call volume for all disciplines, including but not limited to, animals, parking, signs, property standards, zoning, licensing, noise, dumping and all other by-laws, as well as special projects and initiatives. Given the current and projected growth being experienced across the City of Vaughan, calls for service are expected to increase in all areas as service delivery is directly linked to community growth, increased population, emerging demands, enhanced customer service and corporate directions.
- Number of Online Ticket Payments
  - **Key Conclusion:** The Online Ticket Payment process is a valuable customer service tool allowing for payment of AMP parking notices/tickets online in lieu of attendance in person. This service has been well received by the public and has surpassed expected usage. Additional education and community outreach is expected to progressively increase usage over the next three years. Projections are based on historic data from previous years.
  - **Notes:** With increased public awareness and improved marketing of the program, increases are anticipated beyond the above projections. In addition, larger corporate initiatives including development of a parking strategy may have an unknown effect on the volume of violations and related online payments. Similarly the continual increase of the number of temporary visitor parking permits issued and the possible future on street parking initiative for residents may also have an unknown effect on future outcomes.

Although it is anticipated that the fine revenue realized for specific violations may decline due to enhanced outreach and education commencing this coming year, calls for service relating to emerging demands for other types of parking violations are expected to continue to increase.
- Service Standard Response
  - **Key Conclusion:** The ability for staff to initially respond to a call for service within 5–10 business days is reliant on the number of calls to officer ratio and the nature of the calls. By-law investigations are becoming increasingly more complex, more time consuming, requiring greater effort and extending the duration of time in reaching compliance. Increasing calls for service and other factors such as seasonal demands may also affect service standards adversely. Traditionally, the Department has realized an improvement in service standards of approximately 10% per year since 2011. Future projections and enhanced service delivery will be reliant on implementation of recommendations and findings of the departmental operational review currently underway. **NOTE:** All calls regarding urgent or unsafe matters result in dispatching of an officer within the same day.
  - **Notes:** Although the Department will continue to strive for 100% achievement of service standards, it will be extremely challenging for service standards to improve if the appropriate resources and tools are not provided in response to the growth and increasing expectations. The purpose of the departmental operational review is to identify gaps, required efficiencies and investment in tools (e.g. IT solutions) and resources, along with providing recommendations for process and service level improvements. Through implementation of these recommendations the Department expects to improve service delivery.
- Number of Animals Passing Through the System
  - **Key Conclusion:** Past and current volumes of animals continue to surpass the designed shelter capacity. Although contract services provided to two sister municipalities increases the number of animals in care at the shelter, the revenues realized exceeds the expense of the services delivered and assists in off-setting a third of overall operating costs. Though public outreach and education has shown a steady increase in adoptions, service demands continue to outpace resource limitations. The Departmental Operational review will include a holistic review of the service, inclusive of the service contracts.
  - **Notes:** City of Vaughan assumed carriage and service delivery of Vaughan Animal Services in May

## 2015-2018 Business Plan

2011, including shelter operations. It is reasonable to conclude that the demands for animal services will continue to increase.

- Revenue Generated from Parking per Annum
  - **Key Conclusion:** Projected numbers take into account possible future changes in parking restrictions, including the possibility of increased on-street parking permissions, lessening the number of related violations found. While methodologies focused on enhanced public education and awareness have a greater likelihood of achieving increased voluntary compliance and potentially decreasing violations/revenues, a more educated public and overall future growth of the City may have the opposite effect, causing increases in calls for service and the need for traditional tagging. Projected future impacts on parking revenue from the above mentioned unknown factors cannot accurately be assessed at this time.
  - **Notes:** Revenue generated from parking tickets and penalties is incorporated within departmental annual revenues used to off-set annual operating budget/costs. In addition, the shift to a greater public service through education, public engagement and the enhanced customer service approach currently in place greatly increases the time and effort required to achieve compliance, while significantly decreasing direct enforcement activities/outcomes (e.g. number of tickets issued and related revenues).

The future implementation of recommendations being developed through the new “Urbanism” parking strategy will have an unknown effect on parking and parking related revenues across the City. As the development and implementation of the strategy is realized, impacts will need to be analyzed in respect of projected numbers for 2015-2018.

- Number of Service Requests Completed per Annum
  - **Key Conclusion:** The number of service requests completed per year may vary from year to year based on a number of factors and variables, such as annual call volume, case loads, nature of the calls and number of prosecutions initiated. Though 2011 to 2013 revealed an estimated 10% increase in service requests completed within the same year, completion of an additional 10% in service requests through the coming years will be dependent on an increase in staffing through approval of the originally recognized ARR positions for two additional enforcement officers in 2014. These positions were deferred for further consideration through the 2015 budget process, for the 2016 budget year. Records from 2013 reflect a very similar outcome to previous years. Regardless of the expected 10% increase in closure rate within the same year, the projected 64% increase in demands for service by 2016 will necessitate a greater carry-over of files (projected at a 30% increase) resulting in service decline. These projections are based on the established baseline from historical data and the ratio of increase in calls for service vs. projected case file completion annually.
  - **Notes:** As the complexity of investigations continues to increase, leading to increased effort and greater duration of time files remain active and unresolved, greater numbers of cases are carried over per year, further exasperating compounding demands and deteriorated service delivery. In addition, the shift to a greater public service through education, public engagement and the enhanced customer service approach currently in place greatly increases the time and effort required to achieve compliance, while significantly decreasing direct enforcement activities/outcomes (e.g. number of tickets issued and related revenues).

## 2015-2018 Business Plan

### **Overall Conclusion:**

BL&C is one of very few departments within the City that delivers front facing service to the public at large through direct public interaction, administration and enforcement of City by-laws and related Provincial legislations, driven primarily by ever increasing demands and complex community needs.

With the continued accelerated growth of our communities and ever increasing demands for service, successful implementation of this Business Plan will be reliant on balancing the development and growth of the City with those of the Department and its resources.

While the completion of the departmental operational review, anticipated at the end of 2014 in partnership with Innovation and Continuous Improvement ("ICI") is expected to identify efficiencies to support a sustainable and improved service delivery model, the ability to successfully implement future recommendations will be reliant on the Department's ability to adequately resource identified deliverables.

Through capture of limited historical statistical data and its use as a baseline to support developed projections and anticipate future demands, call volumes have shown a continued increase to a point where, despite on-going efforts, demands for service continue to outpace resources at an accelerated rate, eroding service to a level where established service standards cannot be sustained. Staff will continue to use all available resources and explore alternative methods in service delivery in an attempt to meet current and future demands.

Historically, based on the limitations of the data captured through the Department's records, between 40-55% of calls are responded to within five days. As of August 2014, **75%** of calls were attended to within five days, reflecting an approximate 25% increase in response time. Although the Department strives for 100% delivery, continual increase in demands for service prohibits its achievement. Efficiencies have been implemented in an attempt to increase investigational effectiveness, including integration of limited in-field IT solutions. Unfortunately, as the software and hardware ages, it is quickly becoming obsolete and incompatible with current and future technology. Current IT systems, limitations, hardware and software are under review.

With the increase in growth and diversity of our communities, administration and enforcement of current by-laws is becoming increasingly complex and time consuming. Investigation of public complaints is resulting in a significant increase in tasks, including necessary research and investigative time to achieve resolution. Many existing by-laws in their current state, may no longer be effective, relevant or suitable for the needs of today's communities. Sustaining these needs requires on-going review and renewal of by-laws; in some cases equating to passing of new or additional, more suitable ones. With an anticipated increase in caseload, demands for service are expected to continue to outpace the Department's resource capabilities.

Service delivery of Animal Services to the citizens of the City of Vaughan, King Township and Bradford West Gwillimbury, which began in May 2011, continues to be monitored for service response times and general service delivery efficiencies. After three years of operation, the Animal Shelter routinely exceeds its expected capacity. Although additional resources approved through the 2014 budget processes will significantly improve conditions and reduce liabilities, the over-all operation requires future investment to improve shelter operations along with increasing staff to a better aligned with industry standards. Animal Service is a key focus of the departmental operation review. A further in-depth review to explore the findings and potential service delivery options will be conducted in 2015, followed by the appropriate report of findings and recommendations to Committee and Council, accordingly.

With an operational shift focused on enhanced public education, awareness and public outreach, a greater likelihood of achieving increased voluntary compliance can be realized. While this may lessen demands in some areas of compliance, a more educated public has been known to equate to increased demands for services (e.g. increased complaint volumes).





# By-law & Compliance

## 2015-2018 Business Plan

This four year Business Plan, its objectives and the operational review is intended to establish the necessary framework that will identify our current baseline from which efficiencies can be sought, creating greater opportunity for improvements, resulting in a more effective, efficient, economical and essential service delivery model with a greater focus on community safety, health, wellness and sustainable support of community growth.

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**Department Head Sign-off**

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

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**Commissioner Sign-off**

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

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>By-Law &amp; Compliance</b>																
	<b>Revenue</b>															
		3540 Donations	11,897	5,482	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3568 Licenses and Permits	2,245,178	40,588	48,740	13,000	0	61,740	13,000	26.7%	61,740	0	74,115	12,375	77,790	3,675
		3574 Rev. frm Recov. Expenses	372,869	346,226	403,397	6,680	0	410,077	6,680	1.7%	417,091	7,014	424,456	7,365	424,456	0
		3613 By-Law & Compliance Revenues	0	1,721,058	1,900,830	3,550	0	1,904,380	3,550	0.2%	1,905,825	1,445	1,906,785	960	1,908,005	1,220
		3614 General Revenue	75,344	68,663	75,300	550	0	75,850	550	0.7%	75,850	0	75,850	0	75,850	0
		3618 Dept. Misc. Revenues	46,344	12,961	1,450	1,050	0	2,500	1,050	72.4%	2,500	0	3,250	750	3,575	325
		<b>Total Revenue</b>	<b>2,751,631</b>	<b>2,194,978</b>	<b>2,429,717</b>	<b>24,830</b>	<b>0</b>	<b>2,454,547</b>	<b>24,830</b>	<b>1.0%</b>	<b>2,463,006</b>	<b>8,459</b>	<b>2,484,456</b>	<b>21,450</b>	<b>2,489,676</b>	<b>5,220</b>
	<b>Labour Costs</b>															
		7010 Full Time	3,200,685	3,333,756	3,564,629	125,557	0	3,690,186	125,557	3.5%	3,728,456	38,270	3,743,228	14,772	3,749,186	5,958
		7012 Overtime	60,633	73,411	35,389	53	0	35,442	53	0.1%	35,442	0	35,442	0	35,442	0
		7015 Part Time	392,325	439,152	489,537	5,262	0	494,799	5,262	1.1%	498,523	3,724	498,523	0	498,523	0
		7016 Full Time Contracts	60,727	40,608	94,280	14,716	0	108,996	14,716	15.6%	115,084	6,088	120,036	4,952	123,644	3,608
		7017 Benefits	912,514	956,866	1,013,897	53,431	0	1,067,328	53,431	5.3%	1,097,493	30,165	1,127,920	30,427	1,156,149	28,229
		7020 Benefits - FT Contract	5,951	5,784	16,923	(5,805)	0	11,118	(5,805)	(34.3)%	11,854	736	12,364	510	12,860	496
		<b>Total Labour Costs</b>	<b>4,632,834</b>	<b>4,849,577</b>	<b>5,214,655</b>	<b>193,214</b>	<b>0</b>	<b>5,407,869</b>	<b>193,214</b>	<b>3.7%</b>	<b>5,486,852</b>	<b>78,983</b>	<b>5,537,513</b>	<b>50,661</b>	<b>5,575,804</b>	<b>38,291</b>
	<b>Other Expenses</b>															
		7100 Mileage	732	1,167	1,536	0	0	1,536	0	0.0%	1,536	0	1,536	0	1,536	0
		7103 407-ETR Toll Charges	88	65	102	0	500	602	500	490.2%	602	0	602	0	602	0
		7105 Membership/Dues/Fees	2,350	2,479	3,362	134	0	3,496	134	4.0%	3,631	135	3,731	100	3,831	100
		7110 Meals & Meal Allowances	377	1,154	980	0	0	980	0	0.0%	980	0	980	0	980	0
		7115 Training & Development	17,571	28,776	27,530	0	0	27,530	0	0.0%	27,530	0	27,530	0	27,530	0
		7120 Telephone Charges	491	2,017	2,247	0	0	2,247	0	0.0%	2,247	0	2,247	0	2,247	0
		7122 Cellular Telephones	28,146	28,140	26,583	0	0	26,583	0	0.0%	26,583	0	26,583	0	26,583	0
		7125 Subscriptions/Publications	111	0	193	0	0	193	0	0.0%	193	0	193	0	193	0
		7130 Seminars & Workshops	616	472	4,508	0	0	4,508	0	0.0%	4,508	0	4,508	0	4,508	0
		7135 Advertising	6,607	3,250	8,000	0	0	8,000	0	0.0%	8,000	0	8,000	0	8,000	0
		7200 Office Supplies	10,064	4,744	10,345	0	600	10,945	600	5.8%	10,945	0	10,945	0	10,945	0
		7205 Computer Supplies	1,342	900	1,500	0	0	1,500	0	0.0%	1,500	0	1,500	0	1,500	0
		7210 Office Equip. & Furniture	2,628	2,624	12,493	(2,000)	(600)	9,893	(2,600)	(20.8)%	9,893	0	9,893	0	9,893	0
		7211 Computer Hardware/Software	8,303	8,618	27,065	(8,400)	0	18,665	(8,400)	(31.0)%	18,665	0	18,665	0	18,665	0
		7214 Animal Services Equip	11,125	7,836	30,000	0	(10,500)	19,500	(10,500)	(35.0)%	19,500	0	19,500	0	19,500	0
		7220 Copiers, Faxes and Supplies	14,008	11,532	12,150	0	0	12,150	0	0.0%	12,150	0	12,150	0	12,150	0
		7222 Printing	25,275	13,061	23,109	0	0	23,109	0	0.0%	23,109	0	23,109	0	23,109	0
		7226 Courier Services	97	54	200	0	0	200	0	0.0%	200	0	200	0	200	0
		7265 Animal Tags/microchips	5,632	8,316	10,600	0	(1,500)	9,100	(1,500)	(14.2)%	9,100	0	9,100	0	9,100	0
		7300 Protective Clothing/Uniforms	15,047	10,376	19,035	0	0	19,035	0	0.0%	19,035	0	19,035	0	19,035	0
		7310 Mtce. Buildings & Facil.	5,337	4,332	6,000	0	0	6,000	0	0.0%	6,000	0	6,000	0	6,000	0
		7315 Vehicle Maintenance & Repairs	436	102	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7325 Janitorial Services	4,218	6,145	6,000	0	0	6,000	0	0.0%	6,000	0	6,000	0	6,000	0
		7330 Materials & Supplies	36,423	39,932	25,458	0	0	25,458	0	0.0%	25,458	0	25,458	0	25,458	0
		7331 Contractor & Contractor Mat.	4,579	1,537	4,620	0	0	4,620	0	0.0%	4,620	0	4,620	0	4,620	0
		7335 Small Tools & Equipment	1,546	2,299	5,600	0	0	5,600	0	0.0%	5,600	0	5,600	0	5,600	0
		7400 Bank Charges	22,704	19,313	29,211	0	0	29,211	0	0.0%	29,211	0	29,211	0	29,211	0
		7410 Rental, Leases - Equipment	1,140	853	850	0	0	850	0	0.0%	850	0	850	0	850	0
		7415 Rental, Leases - Vehicles	29,148	12,358	30,000	(30,000)	0	0	(30,000)	(100.0)%	0	0	0	0	0	0
		7420 Rental, Leases - Buildings	71,124	71,457	72,000	0	0	72,000	0	0.0%	72,000	0	72,000	0	72,000	0
		7520 Professional Fees	36,576	27,015	32,000	0	0	32,000	0	0.0%	32,000	0	32,000	0	32,000	0
		7523 Veterinary	112,685	99,948	107,978	0	10,000	117,978	10,000	9.3%	117,978	0	117,978	0	117,978	0
		7531 Service Contracts	52,719	54,751	54,200	210	1,500	55,910	1,710	3.2%	56,120	210	56,120	0	56,120	0
		7560 Gas/Diesel - Vehicles	92,695	84,068	86,372	1,800	0	88,172	1,800	2.1%	89,972	1,800	91,772	1,800	91,772	0
		7630 Wireless/Internet Commun.	13,423	13,827	16,045	0	0	16,045	0	0.0%	16,045	0	16,045	0	16,045	0
		7699 Sundry Expenses	787	1,899	3,975	0	0	3,975	0	0.0%	3,975	0	3,975	0	3,975	0
		7700 Chgs. from Othe Depts.	1,125	1,512	2,700	0	0	2,700	0	0.0%	2,700	0	2,700	0	2,700	0
		7710 Internal Recoveries	0	0	(2,000)	0	0	(2,000)	0	0.0%	(2,000)	0	(2,000)	0	(2,000)	0
		7720 Current Yr Surplus C/F	7,985	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7770 Transfer to Capital Fund	0	30,000	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>645,260</b>	<b>606,928</b>	<b>702,547</b>	<b>(38,256)</b>	<b>0</b>	<b>664,291</b>	<b>(38,256)</b>	<b>(5.4)%</b>	<b>666,436</b>	<b>2,145</b>	<b>668,336</b>	<b>1,900</b>	<b>668,436</b>	<b>100</b>
<b>Total By-Law &amp; Compliance</b>			<b>2,526,462</b>	<b>3,261,527</b>	<b>3,487,485</b>	<b>130,128</b>	<b>0</b>	<b>3,617,613</b>	<b>130,128</b>	<b>3.7%</b>	<b>3,690,282</b>	<b>72,669</b>	<b>3,721,393</b>	<b>31,111</b>	<b>3,754,564</b>	<b>33,171</b>

\* Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

### 2015 Budget Variance Comments

3568 - Licenses and Permits	Increase as per budget guidelines
3574 - Rev. from Recover. Exp	Increase as per contract
3613 - By-law & Compliance	Increase as per budget guidelines
3614 - General Revenue	Increase as per budget guidelines
3618 - Dept. Misc Revenues	Increase as per budget guidelines
7010 - Full Time	Increase due to economic adjustment, progressions and job evaluation
7012 - Overtime	Increase due to rate adjustment
7015 - Part Time	Increase due to economic adjustment
7016 - Full Time Contract	Increase due to progressions and realignment with Benefits - FT Contract
7017 - Benefits	Increase as per budget guidelines
7020 - Benefits - FT Contract	Decrease due to realignment with Full Time Contract
7103 - 407-ETR Toll charges	Increase due to reallocation from Animal Services Equip.
7105 - Membership/Dues/Fees	Increase as per budget guidelines
7200 - Office Supplies	Increase due to reallocation from Office Equip. & Furniture
7210 - Office Equip. & Furniture	Decrease due to reallocation of \$600 to Office Supplies and removal of one-time funding for 2014 ARR
7211 - Computer Hardwr/Softwr	Decrease due to removal of one-time funding for 2014 ARR
7214 - Animal Services Equipment	Decrease due to reallocation to 407-ETR and Veterinary
7265 - Animal Control Licensing	Decrease due to reallocation to Service Contracts
7415 - Rental, Leases - Vehicles	Decrease due to vehicle buy-out
7523 - Veterinary	Increase due to reallocation from Animal Services Equip.
7531 - Service Contracts	Increase due to reallocation of \$1,500 from Animal Control Licensing and contract increase as per guidelines
7560 - Gas/Diesel - Vehicles	Increase as per budget guidelines related to new vehicles

### 2016 Budget Variance Comments

3574 - Rev. from Recover. Exp	Increase as per contract
3613 - By-law & Compliance	Increase as per budget guidelines
7010 - Full Time	Increase due to progressions
7015 - Part Time	Increase due to progressions
7016 - Full Time Contract	Increase due to progressions
7017 - Benefits	Increase as per budget guidelines
7020 - Benefits - FT Contract	Increase as per budget guidelines
7105 - Membership/Dues/Fees	Increase as per budget guidelines
7531 - Service Contracts	Increase as per budget guidelines
7560 - Gas/Diesel - Vehicles	Increase as per budget guidelines related to new vehicles

### 2017 Budget Variance Comments

3568 - Licenses, Permits & Fines	Increase as per budget guidelines
3574 - Rev. from Recover. Exp	Increase as per contract
3613 - By-law & Compliance	Increase as per budget guidelines
3618 - Dept. Misc Revenues	Increase as per budget guidelines
7010 - Full Time	Increase due to progressions
7016 - Full Time Contract	Increase due to progressions
7017 - Benefits	Increase as per budget guidelines
7020 - Benefits - FT Contract	Increase as per budget guidelines
7105 - Membership/Dues/Fees	Increase as per budget guidelines
7560 - Gas/Diesel - Vehicles	Increase as per budget guidelines related to new vehicles

### 2018 Budget Variance Comments

3568 - Licenses, Permits & Fines	Increase as per budget guidelines
3613 - By-law & Compliance	Increase as per budget guidelines
3618 - Dept. Misc Revenues	Increase as per budget guidelines
7010 - Full Time	Increase due to progressions
7016 - Full Time Contract	Increase due to progressions
7017 - Benefits	Increase as per budget guidelines
7020 - Benefits - FT Contract	Increase as per budget guidelines
7105 - Membership/Dues/Fees	Increase as per budget guidelines

## 2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2015	Maintain/Growth	040-15-02	Admin Assistant to Director	0.3	87,840	2,050	2,000	34,565	57,325
	<b>Maintain/Growth Total</b>			<b>0.3</b>	<b>87,840</b>	<b>2,050</b>	<b>2,000</b>	<b>34,565</b>	<b>57,325</b>
<b>2015 Total</b>				<b>0.3</b>	<b>87,840</b>	<b>2,050</b>	<b>2,000</b>	<b>34,565</b>	<b>57,325</b>
2016	Maintain/Growth	040-14-01	Property Standards Officer	2.0	179,170	4,500	4,500	30,000	158,170
		040-14-13	By-Law and Compliance Supervisor	1.0	119,235	1,950	500	0	121,685
		40-15-03	Animal Control officers	2.0	149,191	4,000	8,600	0	161,791
		40-15-04	Special Enforcement Unit Officers	2.0	165,483	6,000	13,100	0	184,583
	<b>Maintain/Growth Total</b>			<b>7.0</b>	<b>613,079</b>	<b>16,450</b>	<b>26,700</b>	<b>30,000</b>	<b>626,229</b>
	Supporting Transformation	040-15-01	Education Program - Promotion, Public Outreach	0.0	0	20,000	0	0	20,000
	<b>Supporting Transformation Total</b>			<b>0.0</b>	<b>0</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>20,000</b>
<b>2016 Total</b>				<b>7.0</b>	<b>613,079</b>	<b>36,450</b>	<b>26,700</b>	<b>30,000</b>	<b>646,229</b>
2017	Maintain/Growth	040-TBD-01	Enforcement - Clerk D	1.0	63,908	1,200	1,000	0	66,108
	<b>Maintain/Growth Total</b>			<b>1.0</b>	<b>63,908</b>	<b>1,200</b>	<b>1,000</b>	<b>0</b>	<b>66,108</b>
<b>2017 Total</b>				<b>1.0</b>	<b>63,908</b>	<b>1,200</b>	<b>1,000</b>	<b>0</b>	<b>66,108</b>
<b>Grand Total</b>				<b>8.3</b>	<b>764,827</b>	<b>39,700</b>	<b>29,700</b>	<b>64,565</b>	<b>769,662</b>

2015 - 2018 Draft Capital Projects

Budget\$					Group	Development Charges	Capital from Taxation	Grand Total
Year	Project #	Title	Ward	Project Type				
2015	BY-2518-13	Animal Shelter Lease Hold Improvements	City-Wide	Legal/Regulatory		39,300	75,100	114,400
2015 Total						39,300	75,100	114,400
Grand Total						39,300	75,100	114,400



CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*Commission of Community Services*



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Business Unit	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Comm. of Commty. Services</b>																
	<b>Labour Costs</b>															
		7010 Full Time	239,468	222,686	312,379	(24,164)	0	288,215	(24,164)	(7.7)%	291,568	3,353	294,918	3,350	295,176	258
		7012 Overtime	0	4,500	4,500	0	0	4,500	0	0.0%	4,500	0	4,500	0	4,500	0
		7015 Part Time	33,328	15,954	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7016 Full Time Contracts	0	5,810	5,700	0	0	5,700	0	0.0%	5,700	0	5,700	0	5,700	0
		7017 Benefits	67,444	61,613	84,882	(5,036)	0	79,846	(5,036)	(5.9)%	82,219	2,373	85,215	2,996	87,354	2,139
		7020 Benefits - FT Contract	0	646	519	(519)	0	0	(519)	(100.0)%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>340,240</b>	<b>311,209</b>	<b>407,980</b>	<b>(29,719)</b>	<b>0</b>	<b>378,261</b>	<b>(29,719)</b>	<b>(7.3)%</b>	<b>383,987</b>	<b>5,726</b>	<b>390,333</b>	<b>6,346</b>	<b>392,730</b>	<b>2,397</b>
	<b>Other Expenses</b>															
		7100 Mileage	28	13	150	0	0	150	0	0.0%	150	0	150	0	150	0
		7103 407-ETR Toll Charges	389	738	980	0	0	980	0	0.0%	980	0	980	0	980	0
		7105 Membership/Dues/Fees	1,065	996	1,300	0	0	1,300	0	0.0%	1,300	0	1,300	0	1,300	0
		7110 Meals & Meal Allowances	0	630	630	0	0	630	0	0.0%	630	0	630	0	630	0
		7115 Training & Development	0	785	785	0	0	785	0	0.0%	785	0	785	0	785	0
		7122 Cellular Telephones	991	1,551	2,500	0	0	2,500	0	0.0%	2,500	0	2,500	0	2,500	0
		7125 Subscriptions/Publications	180	141	400	0	0	400	0	0.0%	400	0	400	0	400	0
		7130 Seminars & Workshops	0	1,470	1,470	0	0	1,470	0	0.0%	1,470	0	1,470	0	1,470	0
		7200 Office Supplies	1,433	421	1,690	0	0	1,690	0	0.0%	1,690	0	1,690	0	1,690	0
		7205 Computer Supplies	140	375	830	0	0	830	0	0.0%	830	0	830	0	830	0
		7211 Computer Hardware/Software	0	490	490	0	0	490	0	0.0%	490	0	490	0	490	0
		7220 Copiers, Faxes and Supplies	5,688	4,739	5,690	0	0	5,690	0	0.0%	5,690	0	5,690	0	5,690	0
		7415 Rental, Leases - Vehicles	8,131	8,195	8,370	0	0	8,370	0	0.0%	8,370	0	8,370	0	8,370	0
		7520 Professional Fees	3,242	16,036	25,000	0	0	25,000	0	0.0%	25,000	0	25,000	0	25,000	0
		7560 Gas/Diesel - Vehicles	3,452	1,843	3,250	0	0	3,250	0	0.0%	3,250	0	3,250	0	3,250	0
		7630 Wireless/Internet Commun.	0	272	1,100	0	0	1,100	0	0.0%	1,100	0	1,100	0	1,100	0
		7699 Sundry Expenses	1,503	585	2,070	0	0	2,070	0	0.0%	2,070	0	2,070	0	2,070	0
		<b>Total Other Expenses</b>	<b>26,242</b>	<b>39,281</b>	<b>56,705</b>	<b>0</b>	<b>0</b>	<b>56,705</b>	<b>0</b>	<b>0.0%</b>	<b>56,705</b>	<b>0</b>	<b>56,705</b>	<b>0</b>	<b>56,705</b>	<b>0</b>
<b>Comm. of Commty. Services</b>			<b>366,482</b>	<b>350,490</b>	<b>464,685</b>	<b>(29,719)</b>	<b>0</b>	<b>434,966</b>	<b>(29,719)</b>	<b>(6.4)%</b>	<b>440,692</b>	<b>5,726</b>	<b>447,038</b>	<b>6,346</b>	<b>449,435</b>	<b>2,397</b>

\* Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

7010 - Full Time	Decrease due to position transfer to HR, offset by job evaluation, progression and economic adjustment
7017 - Benefits	Decrease due to position transfer to HR
7020 - Benefits - FT Contract	Decrease due to realignment with Benefits line

### 2016 Budget Variance Comments

7010 - Full Time	Increase due to progression
7017 - Benefits	Increase as per budget guidelines

### 2017 Budget Variance Comments

7010 - Full Time	Increase due to progression
7017 - Benefits	Increase as per budget guidelines

### 2018 Budget Variance Comments

7010 - Full Time	Increase due to progression
7017 - Benefits	Increase as per budget guidelines





# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Business Unit	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Curb Appeal/Winterlights Program																
	Revenue															
		3620 Outside Contributions	0	5,000	5,000	0	0	5,000	0	0.0%	5,000	0	5,000	0	5,000	0
		<b>Total Revenue</b>	0	5,000	5,000	0	0	5,000	0	0.0%	5,000	0	5,000	0	5,000	0
	Other Expenses															
		7100 Mileage	9	38	100	0	0	100	0	0.0%	100	0	100	0	100	0
		7110 Meals & Meal Allowances	494	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7330 Materials & Supplies	6,871	34,771	46,000	0	0	46,000	0	0.0%	46,000	0	46,000	0	46,000	0
		7331 Contractor & Contractor Mat.	50,981	34,040	34,040	0	0	34,040	0	0.0%	34,040	0	34,040	0	34,040	0
		7790 Trsf. to Expend Res	(6,000)	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	52,355	68,849	80,140	0	0	80,140	0	0.0%	80,140	0	80,140	0	80,140	0
Curb Appeal/Winterlights Program			52,355	63,849	75,140	0	0	75,140	0	0.0%	75,140	0	75,140	0	75,140	0

\* Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Commtty. Grants & Advisory Comm																
	Revenue															
		3618 Dept. Misc. Revenues	12,010	0	6,000	0	0	6,000	0	0.0%	6,000	0	6,000	0	6,000	0
		3620 Outside Contributions	600	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>12,610</b>	<b>0</b>	<b>6,000</b>	<b>0</b>	<b>0</b>	<b>6,000</b>	<b>0</b>	<b>0.0%</b>	<b>6,000</b>	<b>0</b>	<b>6,000</b>	<b>0</b>	<b>6,000</b>	<b>0</b>
	Other Expenses															
		7100 Mileage	70	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7105 Membership/Dues/Fees	0	95	380	0	0	380	0	0.0%	380	0	380	0	380	0
		7110 Meals & Meal Allowances	1,770	2,655	2,000	0	0	2,000	0	0.0%	2,000	0	2,000	0	2,000	0
		7125 Subscriptions/Publications	0	25	100	0	0	100	0	0.0%	100	0	100	0	100	0
		7135 Advertising	733	1,313	4,034	0	0	4,034	0	0.0%	4,034	0	4,034	0	4,034	0
		7140 Promotion & Education	0	0	6,490	0	0	6,490	0	0.0%	6,490	0	6,490	0	6,490	0
		7200 Office Supplies	506	901	1,410	0	0	1,410	0	0.0%	1,410	0	1,410	0	1,410	0
		7222 Printing	3,755	7,127	18,744	0	0	18,744	0	0.0%	18,744	0	18,744	0	18,744	0
		7330 Materials & Supplies	15,275	5,553	11,464	0	0	11,464	0	0.0%	11,464	0	11,464	0	11,464	0
		7331 Contractor & Contractor Mat.	1,775	425	1,700	0	0	1,700	0	0.0%	1,700	0	1,700	0	1,700	0
		7450 Municipal Grants	250	0	10,200	0	0	10,200	0	0.0%	10,200	0	10,200	0	10,200	0
		7520 Professional Fees	35,968	45,913	38,405	729	0	39,134	729	1.9%	39,877	743	39,877	0	39,877	0
		7698 Grouped Expenses	0	1,712	800	0	0	800	0	0.0%	800	0	800	0	800	0
		7699 Sundry Expenses	1,481	3,523	3,255	0	0	3,255	0	0.0%	3,255	0	3,255	0	3,255	0
		<b>Total Other Expenses</b>	<b>61,584</b>	<b>69,242</b>	<b>98,982</b>	<b>729</b>	<b>0</b>	<b>99,711</b>	<b>729</b>	<b>0.7%</b>	<b>100,454</b>	<b>743</b>	<b>100,454</b>	<b>0</b>	<b>100,454</b>	<b>0</b>
<b>Total Commtty. Grants &amp; Advisory</b>			<b>48,974</b>	<b>69,242</b>	<b>92,982</b>	<b>729</b>	<b>0</b>	<b>93,711</b>	<b>729</b>	<b>0.8%</b>	<b>94,454</b>	<b>743</b>	<b>94,454</b>	<b>0</b>	<b>94,454</b>	<b>0</b>

\* Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

7520 - Professional Fees      Increase due to PT Librarian at Gallanough Library as per agreement

### 2016 Budget Variance Comments

7520 - Professional Fees      Increase due to PT Librarian at Gallanough Library as per agreement



CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*Commissioner of Planning*



# Revenue and Expenditure Summary

## 2015-18 Operating Budget

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Commissioner of Planning</b>																
<b>Labour Costs</b>																
		7010 Full Time	270,616	283,854	283,701	9,927	0	293,628	9,927	3.5%	295,176	1,548	295,176	0	295,176	0
		7016 Full Time Contracts	0	5,702	5,700	0	0	5,700	0	0.0%	5,700	0	5,700	0	5,700	0
		7017 Benefits	72,525	76,074	76,032	4,128	0	80,160	4,128	5.4%	82,059	1,899	84,126	2,067	86,191	2,065
		7020 Benefits - FT Contract	0	646	519	(519)	0	0	(519)	(100.0)%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>343,141</b>	<b>366,276</b>	<b>365,952</b>	<b>13,536</b>	<b>0</b>	<b>379,488</b>	<b>13,536</b>	<b>3.7%</b>	<b>382,935</b>	<b>3,447</b>	<b>385,002</b>	<b>2,067</b>	<b>387,067</b>	<b>2,065</b>
<b>Other Expenses</b>																
		7103 407-ETR Toll Charges	4,982	5,160	6,000	600	0	6,600	600	10.0%	6,600	0	6,600	0	6,600	0
		7105 Membership/Dues/Fees	45	600	750	0	0	750	0	0.0%	750	0	750	0	750	0
		7110 Meals & Meal Allowances	833	1,219	1,540	0	0	1,540	0	0.0%	1,540	0	1,540	0	1,540	0
		7115 Training & Development	0	103	400	0	0	400	0	0.0%	400	0	400	0	400	0
		7122 Cellular Telephones	1,403	1,240	950	0	200	1,150	200	21.1%	1,150	0	1,150	0	1,150	0
		7125 Subscriptions/Publications	90	97	100	0	0	100	0	0.0%	100	0	100	0	100	0
		7130 Seminars & Workshops	0	156	1,110	460	0	1,570	460	41.4%	1,570	0	1,570	0	1,570	0
		7200 Office Supplies	493	716	500	0	0	500	0	0.0%	500	0	500	0	500	0
		7205 Computer Supplies	0	127	0	0	780	780	780	0.0%	780	0	780	0	780	0
		7210 Office Equip. & Furniture	673	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7211 Computer Hardware/Software	1,055	1,257	1,060	(1,060)	0	0	(1,060)	(100.0)%	0	0	0	0	0	0
		7220 Copiers, Faxes and Supplies	0	204	780	0	(780)	0	(780)	(100.0)%	0	0	0	0	0	0
		7315 Vehicle Maintenance &	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7415 Rental, Leases - Vehicles	7,909	7,911	7,910	0	0	7,910	0	0.0%	7,910	0	7,910	0	7,910	0
		7520 Professional Fees	40	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7560 Gas/Diesel - Vehicles	5,256	6,019	5,100	200	0	5,300	200	3.9%	5,410	110	5,520	110	5,630	110
		7630 Wireless/Internet Commun.	457	178	510	0	(200)	310	(200)	(39.2)%	310	0	310	0	310	0
		7699 Sundry Expenses	1,067	383	500	0	0	500	0	0.0%	500	0	500	0	500	0
		<b>Total Other Expenses</b>	<b>24,303</b>	<b>25,370</b>	<b>27,210</b>	<b>200</b>	<b>0</b>	<b>27,410</b>	<b>200</b>	<b>0.7%</b>	<b>27,520</b>	<b>110</b>	<b>27,630</b>	<b>110</b>	<b>27,740</b>	<b>110</b>
<b>Total Commissioner of Planning</b>			<b>367,443</b>	<b>391,646</b>	<b>393,162</b>	<b>13,736</b>	<b>0</b>	<b>406,898</b>	<b>13,736</b>	<b>3.5%</b>	<b>410,455</b>	<b>3,557</b>	<b>412,632</b>	<b>2,177</b>	<b>414,807</b>	<b>2,175</b>

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

7010 - Full Time	Increase due to \$4.2K progressions and \$5.7K economic adjustment
7017 - Benefits	Increase in relation to salary change and as per Guidelines
7020 Benefits - FT Contract	Decrease due to removal of contract benefits
7103 - 407-ETR Toll Charges	Reallocated from Computer Hardware
7122 Cellular Telephones	Reallocated from Wireless/Internet Commun.
7130 - Seminars & Workshops	Reallocated from Computer Hardware
7205 Computer Supplies	Reallocated from Copier/Fax Supplies
7211 Computer Hardware/Software	Reallocated to 407-ETR Toll Charges and Seminars & Workshops
7220 Copiers, Faxes and Supplies	Reallocated to Dept. Computer Supplies
7560 Gas/Diesel - Vehicles	Increase as per Guidelines
7630 - Wireless/Internet Commun.	Reallocated to Cellular Line Charges

### 2016 Budget Variance Comments

7010 - Full Time	Increase due to progressions
7017 - Benefits	Increase in relation to salary change and as per Guidelines
7560 Gas/Diesel - Vehicles	Increase as per Guidelines



# Revenue and Expenditure Summary

2015-18 Operating Budget

## ***2017 Budget Variance Comments***

7017 - Benefits	Increase as per Guidelines
7560 Gas/Diesel - Vehicles	Increase as per Guidelines

## ***2018 Budget Variance Comments***

7017 - Benefits	Increase as per Guidelines
7560 Gas/Diesel - Vehicles	Increase as per Guidelines



CITY OF VAUGHAN

# DRAFT 2015 BUDGET AND 2016-2018 PLAN

*Development Planning*

## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

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

The Development Planning Department manages the growth and physical form of the City through the comprehensive analysis and review of development and heritage applications submitted by private landowners, and provide a public service function by facilitating input from the public, agencies, City departments, and other levels of government into the planning process and by providing information to the public.

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

1. Promote adherence to the Vaughan Official Plan to maintain a well-planned community
2. Facilitate responsible growth through administration of the development application process

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

1. Demonstrate Excellence in Service Delivery
  - Staff engage in the comprehensive analysis and review of development applications to ensure a high quality of service
2. Lead and Promote Environmental Sustainability
  - Staff ensures adherence to the principles of the Vaughan Official Plan for all development applications, promoting responsible and sustainable development
3. Manage Growth and Economic Well-being
  - Staff facilitate development by working collaboratively with developers, the public, and other key stakeholders
4. Preserve Our Heritage to Support Diversity, Arts & Culture
  - Staff works to preserve and protect Vaughan's cultural heritage including its buildings and lands with historical and cultural significance, and heritage conservation districts. In 2014, the Development Planning Department is now responsible for Cultural Heritage matters and the Heritage Vaughan Committee.

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2013	2014 Base	2015	2016	2017	2018
Full Time	29	34	2			
Part Time	0.3	0.3	0			
Overtime	\$30,129	\$30,129	-	-	-	-



## 2015-2018 Business Plan

### Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Staff Resources
  - Work load quantity and complexity constraints create a continuous need for more staff and resources, including technology upgrades and training.
  - DTA coordinator position will assist with streamlining and improving the DTA process, creating operational efficiencies within the Department. Associated training and technology upgrades related to DTA and GIS capacity are still required.
  - Through the Public Service Renewal exercise, the Development and Policy Planning Departments are working towards merging into a single unified Planning Department, with Development staff now overseeing Cultural Heritage (previously under Recreation and Culture Department) and Heritage Vaughan Committee. In addition, in 2014, Council approved the Design Review Panel (DRP) as a full-time body. These changes require administrative support and additional resources.
  - An additional two Clerk Typist positions to perform data and document entry into the DTA system and assist the Urban Design and the Cultural Heritage Division and the running of Heritage Vaughan Committee would assist the Planners, Urban Designers and Cultural Heritage Co-ordinators to better utilize their time and be more cost effective by reducing overtime costs.
- Work Complexity
  - Level of complexity of development applications is increasing as the City pursues intensification in future development and as new regulations (i.e. ODA, Species At Risk) are promulgated. There is a need for updated planning tools (accessible GIS layers) to position staff to respond. The two Clerk Typist positions would also support the IT Strategy by ensuring documents are digitized and uploaded to support public and stakeholder requests for more on-line and accessible information.
  - The OMB appeals process for VOP 2010 and site-specific applications continues to place a significant burden on existing resources through increases in the quantity and length of appeals, particularly in light of intensification and complex development applications.
  - Streetscape Implementation & Financial Strategy is being finalized with other departments.
  - Close cooperation and reliance on other departments (i.e. Engineering, Building Standards) for comments impacts service level.
  - The inclusion of the Design Review Panel, Cultural Heritage review, and Heritage Vaughan Committee under the responsibility of the Development Planning Department has placed a greater workload on staff and resources.
  - Increasing demand for on-line information in digital format.

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Growth Management
  - Complexity of development applications specifically resulting from the Provincial Growth Plan, which mandates the City to intensify and accommodate growth within its existing urban boundary. Staff is lacking tools including GIS tools and data to respond to the challenge.
  - Collaboration with other City Departments to manage growth in the VMC including ensuring that the area surrounding the VMC Subway Station and Intensification Areas where transit is proposed and ready to facilitate opening in late 2016.

## 2015-2018 Business Plan

- Zoning By-law Review
  - The current Zoning By-law must be reviewed and approved within 3 years of the new Official Plan and does not currently contain the progressive zoning provisions required to implement the intended forms of development anticipated under the new Official Plan.

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Sustaining revenue levels collected from development applications will be difficult if there is an economic slowdown or if major infrastructure projects including intensification projects (i.e. VMC projects), and the hospital do not for some reason proceed to the site plan stage.

## 2015-2018 Business Plan

### Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2014 Initiatives</b>			
Ensure adherence to the City's Official Plan through the development application process	Facilitate the review of draft plan of subdivision, zoning and site plan applications to allow for the timely construction of the Vaughan Hospital building and infrastructure for abutting lands in consultation with the Province and stakeholders.	Q4	Staff resources for hiring of staff to process applications as per 2014 budget approval.
Facilitate development by working collaboratively with developers, the public, and other key stakeholders	Initiate a City-Wide Urban Design Manual to support development within intensification areas.  Better leverage DTA and existing GIS system through upgrades and data input.	Q4	Existing and new staff resources to make data available in digital formats and to process and track applications.
Support the timely development of the Vaughan Metropolitan Centre	Implement the VMC Secondary Plan through review of development applications, managing VMC Development Implementation Group Meetings and by completing urban design studies.	Q4	
	Support the resolution of VMC Secondary Plan appeals where development applications are present.	Q4	
	Consultant to initiate design and develop a digital three-dimensional model of the VMC.	Q4	
<b>2015 Initiatives</b>			
Facilitate development by working collaboratively with developers, the public, and other key stakeholders	Undertake the 2015 Urban Design Awards.	Q4	Utilize existing resources jointly with Economic Development Department. Support for new resource to administer new added roles in Cultural Heritage and Design Review Panel and to make information accessible in digital formats. ITM support for necessary upgrades.

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Ensure adherence to the City's Official Plan through the development application process	Continue to facilitate the planning and approvals of the Vaughan Hospital building and abutting lands in consultation with the Province and stakeholders.	Q4	
	Support the Building Standards initiative to engage in a comprehensive city-wide review of Zoning By-law 1-88.	Q4	
Support the timely development of the Vaughan Metropolitan Centre	Implement the VMC Plan through review of development applications and urban design studies.	Q4	Support from existing resources including Purchasing Department.
	Initiate RFP to hire a consultant to design and develop a physical three-dimensional model of the VMC.	Q4	
Initiate Urban Design Capital Projects	Includes: Yonge Street Corridor Urban Design Streetscape and Open Space Master Plan; obtaining and implementing the Building Pedestrian Level Wind Study Impact software.	Q4	Support from existing resources including ITM and Purchasing staff to ensure software is available to staff.
<b>2016 Initiatives</b>			
Ensure adherence to the City's Official Plan through the development application process	Continue to support the Building Standards initiative to engage in a comprehensive city-wide review of Zoning By-law 1-88.	Q4	
Support the timely development of the Vaughan Metropolitan Centre	Implement the VMC Plan through development applications and urban design studies.	Q4	
Facilitate development by working collaboratively with developers, the public, and other key stakeholders		Q4	
<b>2017 Initiatives</b>			
Ensure adherence to the City's Official Plan through the development application process	Continue to support the Building Standards initiative to engage in a comprehensive city-wide review/implementation of Zoning By-	Q4	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	law 1-88.		
Support the timely development of the Vaughan Metropolitan Centre	Implement the VMC Plan through development applications and urban design studies.	Q4	
Facilitate development by working collaboratively with developers, the public, and other key stakeholders		Q4	
Initiate Urban Design Capital Projects	Includes the Vaughan Mills Urban Design Streetscape and Open Space Master Plan.	Q4	
<b>2018 Initiatives</b>			
Ensure adherence to the City's Official Plan through the development application process	Continue to support the Building Standards initiative to engage in a comprehensive city-wide review/implementation of Zoning By-law 1-88, and support in resolving OMB appeals.	Q4	
Support the timely development of the Vaughan Metropolitan Centre	Implement the VMC Plan through development applications and urban design studies.	Q4	
Facilitate development by working collaboratively with developers, the public, and other key stakeholders	Undertake the 2018 Urban Design Awards.	Q4	Utilize existing resources jointly with the Economic Development Department.

## Business Performance

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

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

[illegible]



## 2015-2018 Business Plan

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- Number of development applications, reports, Official Plan and Zoning By-law amendments, Site Plan and Condominium agreements, and consent and variance applications continues to increase annually
- OMB hearings require an increasingly larger dedication of staff time and departmental resources; the 2-year contract position for Senior Planner (OMB) approved in the 2014 budget will assist to alleviate this workload and reduce the number of appeals to VOP 2010.
- The complexity and time commitment required to process development applications has increased with infill and mid/high rise proposals.
- With the addition of the Design Review Panel (DRP) on a permanent basis and Cultural Heritage/Heritage Vaughan Committee (previously under Recreation and Culture Department) responsibilities added to the Development Planning Department in 2014, additional administrative staff (2 Clerk Typists) ARR's are being requested for the 2015 budget deliberations. Also, administrative support to the Planners and Urban Designers can also be provided to address the increase in the complexity and number of application circulations and front counter support, and data entry into the Development Tracking Application (DTA) system.

  
\_\_\_\_\_  
**Department Head Sign-off**  
\_\_\_\_\_  
**Date (mm/dd/yy)**  
\_\_\_\_\_  
**Commissioner Sign-off**  
\_\_\_\_\_  
**Date (mm/dd/yy)**





# Revenue and Expenditure Summary

## 2015-18 Operating Budget

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Development Planning</b>																
<b>Revenue</b>																
		3512 Planning Application Fees	4,535,457	4,062,731	4,422,688	150,680	0	4,573,368	150,680	3.4%	4,759,890	186,522	4,908,706	148,816	5,019,543	110,837
		3514 Misc Planning Fees	6,785	9,403	12,977	(2,589)	0	10,388	(2,589)	(20.0)%	10,635	247	10,948	313	11,161	213
		3522 Trsf. fm Res. & Res. Funds	(17,903)	36,019	144,079	(144,079)	0	0	(144,079)	(100.0)%	0	0	0	0	0	0
		3618 Dept. Misc. Revenues	0	125	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3619 Admin Fee OMB appeals	7,095	8,209	3,350	100	0	3,450	100	3.0%	3,600	150	3,710	110	3,785	75
		3625 Inspection Fees	10,986	7,996	11,000	(3,732)	0	7,268	(3,732)	(33.9)%	7,268	0	7,268	0	7,268	0
		<b>Total Revenue</b>	<b>4,542,420</b>	<b>4,124,483</b>	<b>4,594,094</b>	<b>380</b>	<b>0</b>	<b>4,594,474</b>	<b>380</b>	<b>0.0%</b>	<b>4,781,393</b>	<b>186,919</b>	<b>4,930,632</b>	<b>149,239</b>	<b>5,041,757</b>	<b>111,125</b>
<b>Labour Costs</b>																
		7010 Full Time	2,145,877	2,411,086	2,775,016	107,761	0	2,882,777	107,761	3.9%	2,912,868	30,091	2,929,070	16,202	2,934,221	5,151
		7012 Overtime	11,570	48,187	31,304	3,368	1,175	35,847	4,543	14.5%	35,847	0	35,847	0	35,847	0
		7015 Part Time	5,488	4,710	9,000	0	0	9,000	0	0.0%	9,000	0	9,000	0	9,000	0
		7016 Full Time Contracts	80,345	227,213	108,667	(5,180)	0	103,487	(5,180)	(4.8)%	107,950	4,463	98,725	(9,225)	0	(98,725)
		7017 Benefits	578,733	658,228	752,823	44,882	0	797,705	44,882	6.0%	820,671	22,966	845,928	25,257	868,205	22,277
		7020 Benefits - FT Contract	7,874	34,799	10,812	17,440	0	28,252	17,440	161.3%	30,010	1,758	28,137	(1,873)	0	(28,137)
		<b>Total Labour Costs</b>	<b>2,829,887</b>	<b>3,384,223</b>	<b>3,687,622</b>	<b>168,271</b>	<b>1,175</b>	<b>3,857,068</b>	<b>169,446</b>	<b>4.6%</b>	<b>3,916,346</b>	<b>59,278</b>	<b>3,946,707</b>	<b>30,361</b>	<b>3,847,273</b>	<b>(99,434)</b>
<b>Other Expenses</b>																
		7040 Honorariums	0	1,250	5,000	0	0	5,000	0	0.0%	5,000	0	5,000	0	5,000	0
		7100 Mileage	3,684	5,636	7,030	0	0	7,030	0	0.0%	7,030	0	7,030	0	6,830	(200)
		7105 Membership/Dues/Fees	13,011	15,223	14,440	0	0	14,440	0	0.0%	14,440	0	14,440	0	13,740	(700)
		7110 Meals & Meal Allowances	728	1,784	4,090	0	(2,000)	2,090	(2,000)	(48.9)%	2,090	0	2,090	0	2,090	0
		7115 Training & Development	8,302	14,222	15,070	(2,000)	0	13,070	(2,000)	(13.3)%	13,070	0	13,070	0	12,570	(500)
		7120 Telephone Charges	0	70	280	0	0	280	0	0.0%	280	0	280	0	280	0
		7122 Cellular Telephones	2,066	3,252	6,070	(300)	0	5,770	(300)	(4.9)%	5,770	0	5,770	0	4,970	(800)
		7125 Subscriptions/Publications	871	1,204	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0	1,000	0
		7130 Seminars & Workshops	504	2,555	5,830	0	0	5,830	0	0.0%	5,830	0	5,830	0	5,830	0
		7135 Advertising	2,664	1,650	1,540	0	0	1,540	0	0.0%	1,540	0	940	(600)	940	0
		7140 Promotion & Education	0	1,050	2,000	0	0	2,000	0	0.0%	2,000	0	2,000	0	2,000	0
		7200 Office Supplies	5,547	5,361	6,900	0	0	6,900	0	0.0%	6,900	0	7,100	200	6,900	(200)
		7203 Drafting Supplies	2,734	1,778	2,010	0	0	2,010	0	0.0%	2,010	0	2,010	0	2,010	0
		7205 Computer Supplies	5,836	2,787	7,170	0	0	7,170	0	0.0%	7,170	0	7,170	0	7,170	0
		7210 Office Equip. & Furniture	8,323	23,699	42,453	(38,393)	0	4,060	(38,393)	(90.4)%	4,060	0	4,060	0	4,060	0
		7211 Computer Hardware/Software	22,686	28,544	48,222	(26,582)	0	21,640	(26,582)	(55.1)%	21,640	0	21,640	0	21,640	0
		7220 Copiers, Faxes and Supplies	15,658	12,795	12,190	0	2,000	14,190	2,000	16.4%	14,190	0	14,190	0	14,190	0
		7222 Printing	271	1,973	1,910	0	0	1,910	0	0.0%	1,910	0	1,910	0	1,910	0
		7226 Courier Services	39	200	700	0	0	700	0	0.0%	700	0	700	0	700	0
		7300 Protective Clothing/Uniforms	748	763	1,010	0	0	1,010	0	0.0%	1,010	0	1,010	0	1,010	0
		7330 Materials & Supplies	0	1,370	2,000	0	0	2,000	0	0.0%	2,000	0	2,000	0	2,000	0
		7520 Professional Fees	0	22,387	23,960	(10,000)	0	13,960	(10,000)	(41.7)%	23,960	10,000	13,960	(10,000)	13,960	0
		7630 Wireless/Internet Commun.	1,115	461	590	0	0	590	0	0.0%	590	0	590	0	590	0
		7699 Sundry Expenses	781	3,179	9,870	10,000	0	19,870	10,000	101.3%	9,870	(10,000)	20,270	10,400	19,870	(400)
		7700 Chgs. from Othe Depts.	44	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7770 Transfer to Capital Fund	2,098	(92,610)	0	(134,539)	0	(134,539)	(134,539)	0.0%	(140,760)	(6,221)	(129,652)	11,108	0	129,652
		7790 Trsf. to Expend Res	134,030	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>231,736</b>	<b>60,583</b>	<b>221,335</b>	<b>(201,814)</b>	<b>0</b>	<b>19,521</b>	<b>(201,814)</b>	<b>(91.2)%</b>	<b>13,300</b>	<b>(6,221)</b>	<b>24,408</b>	<b>11,108</b>	<b>151,260</b>	<b>126,852</b>
<b>Total Development Planning</b>			<b>(1,480,796)</b>	<b>(679,677)</b>	<b>(685,137)</b>	<b>(33,923)</b>	<b>1,175</b>	<b>(717,885)</b>	<b>(32,748)</b>	<b>4.8%</b>	<b>(851,747)</b>	<b>(133,862)</b>	<b>(959,517)</b>	<b>(107,770)</b>	<b>(1,043,224)</b>	<b>(83,707)</b>

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

# Revenue and Expenditure Summary

## 2015-18 Operating Budget

### 2015 Budget Variance Comments

3512 Planning Application Fees	Increase based on a higher price of 3% and reallocated \$11K from Inspection Fees
3514 Misc Planning Fees	Decrease based on lower volume due to information available online offset by increase in price
3522 - Trsf. fm Res. & Res. Funds	Reallocated to Transfer to Capital Fund and removal of one-time funding for the PSR positions
3619 - Admin Fee OMB appeals	Increase based on a higher price of 3%
3625 - Inspection Fees	Reallocated \$11K to Planning Application Fees offset by \$7K Landscape Inspection Fee
7010 - Full Time	Increase due to \$52K progressions and \$56K economic adjustment
7012 - Overtime	Increase due to position transfers and in relation to salary change
7016 - Full Time Contract	Decrease due to adjustment of previous year budget
7017 - Benefits	Increase in relation to salary change and as per Guidelines
7020 - Benefits - FT Contract	Increase in relation to salary change, as per Guidelines and previous year adjustment
7110 Meals & Meal Allowances	Reallocated to Copier/Fax Supplies
7115 - Training & Development	Reallocated to Computer Software
7122 Cellular Telephones	Decrease due to removal of one-time funding for the PSR positions
7210 - Office Equip. & Furniture	Decrease due to removal of one-time funding for the PSR positions
7211 Computer Hardware/Software	Decrease due to removal of one-time funding of the PSR positions offset by reallocation from Training & Development
7220 Copiers, Faxes and Supplies	Reallocated from General Dept. Meals
7520 - Professional Fees	Reallocated to Dept. Sundry Expenses
7699 Sundry Expenses	Reallocated from Professional Fees
7770 Transfer to Capital Fund	Reallocated from Trsf. fm Res. & Res. Funds

### 2016 Budget Variance Comments

3512 Planning Application Fees	Increase based on a higher price of 4%
3514 Misc Planning Fees	Increase based on a higher price of 2%
3619 - Admin Fee OMB appeals	Increase based on a higher price of 4%
7010 - Full Time	Increase due to progressions
7016 - Full Time Contract	Increase due to progressions
7017 - Benefits	Increase in relation to salary change and as per Guidelines
7020 - Benefits - FT Contract	Increase in relation to salary change and as per Guidelines
7520 - Professional Fees	Reallocated from Dept. Sundry Expenses
7699 Sundry Expenses	Reallocated to Professional Fees
7770 Transfer to Capital Fund	Increase due to progressions

### 2017 Budget Variance Comments

3512 Planning Application Fees	Increase based on a higher price of 3%
3514 Misc Planning Fees	Increase based on a higher price of 3%
3619 - Admin Fee OMB appeals	Increase based on a higher price of 3%
7010 - Full Time	Increase due to progressions
7016 - Full Time Contract	Decrease due to expiration of contract
7017 - Benefits	Increase in relation to salary change and as per Guidelines
7020 - Benefits - FT Contract	Decrease due to expiration of contract
7135 - Advertising/Branding	Reallocated to Office Supplies and Dept. Sundry Expenses
7200 - Office Supplies	Reallocated from Advertising/Branding
7520 - Professional Fees	Reallocated to Dept. Sundry Expenses
7699 Sundry Expenses	Reallocated from Professional Fees and Advertising/Branding
7770 Transfer to Capital Fund	Decrease due to expiration of contract



## Revenue and Expenditure Summary

### 2015-18 Operating Budget

#### ***2018 Budget Variance Comments***

3512 Planning Application Fees	Increase based on a higher price of 2%
3514 Misc Planning Fees	Increase based on a higher price of 2%
3619 - Admin Fee OMB appeals	Increase based on a higher price of 2%
7010 - Full Time	Increase due to progressions
7016 - Full Time Contract	Decrease due to expiration of contract
7017 - Benefits	Increase in relation to salary change and as per Guidelines
7020 - Benefits - FT Contract	Decrease due to expiration of contract
7100 - Mileage / Car Allowance	Decrease due to expiration of contract
7105 - Memberships/Dues/Fees	Decrease due to expiration of contract
7115 - Training & Development	Decrease due to expiration of contract
7122 Cellular Telephones	Decrease due to expiration of contract
7200 - Office Supplies	Decrease due to expiration of contract
7699 Sundry Expenses	Decrease due to expiration of contract
7770 Transfer to Capital Fund	Decrease due to expiration of contract

2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values						
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact	
2015	Supporting Transformation	181-15-01	Administrative Assistant	1.0	74,071	700	6,500	0	81,271	
		181-15-02	Clerk Typist E (DTA)	1.0	64,671	700	2,500	0	67,871	
	Supporting Transformation Total			2.0	138,742	1,400	9,000	0	149,142	
2015 Total				2.0	138,742	1,400	9,000	0	149,142	
Grand Total				2.0	138,742	1,400	9,000	0	149,142	

## 2015 - 2018 Draft Capital Projects

Budget\$			Ward	Project Type	Group	Debenture Financing	Capital from Taxation	Grand Total
Year	Project #	Title			Development Charges			
2015	DP-9525-15	Vaughan Mills Urban Design Streetscape & Open Space Master Plan	W4	Growth	117,000		13,000	130,000
	DP-9529-13	Design Review Panel Administration	City-Wide	Growth	20,394		206	20,600
	DP-9536-15	Building Pedestrian Level Wind Study Impact-Software	City-Wide	Growth	45,000		5,000	50,000
	DP-9542-15	Islington Avenue Streetscape Phase 1	W1	Growth	140,061	260,003	138,630	538,694
	DP-9543-15	Centre Street Design and Construction Phase 1	W5	Growth	124,423	230,806	123,322	478,551
	DP-9544-15	Streetscape for Concord West by York Region - Highway 7 and KeeleStreet	W4	Growth	211,898	394,128	208,968	814,994
	DP-9545-15	Vaughan Healthcare Centre Precinct Streetscape Phase 1	W1	Growth	1,628,080			1,628,080
2015 Total					2,286,856	884,937	489,126	3,660,919
2017	DP-9526-17	Yonge Street / Steeles Corridor Urban Design Streetscape & Open Space Masterplan	W5	Growth	162,000		18,000	180,000
2017 Total					162,000		18,000	180,000
Grand Total					2,448,856	884,937	507,126	3,840,919



CITY OF VAUGHAN

# DRAFT 2015 BUDGET AND 2016-2018 PLAN

*Policy Planning*

## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

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

The Policy Planning Section within the Planning Department promotes the creation of quality communities in the City of Vaughan by providing Council with *Planning Act* based policy tools to guide the growth and physical development of the City. The section also provides a public service by facilitating citizen input into the planning process and by providing needed information to the public by way of public hearings, reports, workshops, counter and telephone inquiries, written correspondence and web content.

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

1. Promote sustainable development and plan for the City's future by engaging in detailed policy planning studies and projects through all applicable stages of the approval process.
2. Develop actionable policy based on best professional practice fulfilling all pertinent legislative requirements.

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

1. Demonstrate Excellence in Service Delivery
  - Staff members produce policy tools, planning studies and reports that engage and inform stakeholders and support the physical development of the City.
2. Manage Corporate Assets
  - Staff members effectively manage the future viability of corporate assets through the completion of projects, studies and plans that serve to allocate and optimize the City's investment in infrastructure and services.
3. Manage Growth & Economic Well-being
  - The Department is an integral partner in the development process, setting out a vision for the City's long-term growth and enabling public input into the development process by way of public hearings, reports, and workshops.
  - By supporting the creation of sustainable communities with a high quality of life that will attract the businesses and work force that reflect the evolving economy.

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2013	2014 Base	2015	2016	2017	2018
Full Time	11	12	1*	-	-	-
Part Time	0.69	0.69	-	-	-	-
Overtime	\$7,205	\$7,850	-	-	-	-

**\*Note:** 0.69 Existing Part-Time + 0.31 ARR = 1 Full-Time



## 2015-2018 Business Plan

### Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Vaughan Official Plan – 2010 (VOP 2010)
  - The City is continuing to work through the Ontario Municipal Board appeals resulting from the adoption and subsequent modification of VOP 2010. Current work is focusing on the site specific appeals. This will continue to consume substantial staff time throughout 2015 and into 2016.
  - Continuing OMB commitments may also result from the Centre Street Land Use Study and the Yonge Steeles Corridor Secondary Plan.
  - The adoption of new Secondary Plans resulting from the implementation of VOP 2010, such as the Vaughan Mills Centre and the Concord GO Centre Secondary Plans.
  - The City will soon enter a consultation process with York Region as it begins its Municipal Comprehensive Review Process and Transportation Master Planning Work. This will provide a basis for the City of Vaughan Official Plan Review. Policy Planning at this point is not staffed to address some of data requirements that may be forthcoming from the Region for housing, demographic and other development data.
  - Policy Planning will also be called upon to provide input into a number of Provincial Policy exercises, including the “Big Move” RTP, “Places to Grow” and the Oak Ridges Moraine Conservation Plan and Greenbelt Plan Review.
- VOP 2010 Implementation
  - Projects regarding the implementation of VOP 2010 will become increasingly important;
  - This includes the preparation of Block Plans and new Secondary Plans.
  - The New Community Area Secondary Plans will be a major part of the work program for 2015-2016. New staff has already been dedicated to accommodate this surge.
  - Block Planning work will continue over the next 3 years.
  - Given the increasing complexity of these files, including OMB appeals it is difficult for individual planners to handle multiple assignments, placing a strain on other Policy Planning functions.
- Resources
  - Policy Planning is reliant on information to provide the basis for plan preparation and monitoring of performance and results. Currently, the Policy Planning Department has limited capacity to do this type of work. In addition, there is no City-wide strategy to effectively assemble, retrieve, organize and analyze City and externally derived data to meet the needs of the Policy Planning functions and responsibilities and the broader Corporate needs.
  - As part of the Public Service Renewal program, this matter will need to be addressed and the skills and resources identified to build this type of service into operations.
  - Responding to ad hoc Council/Citizen inquiries or follow-up reporting is becoming increasingly time consuming. While necessary, they are unplanned, complex and sometimes politically and time-sensitive, requiring senior staff and cross-commission consultation. This can disrupt work flow in other areas.
  - The Policy Planning Department currently utilizes the efforts of a Part-Time (P/T) Clerk-Typist. Through the ongoing exercise to merge both the Policy and Development Planning Departments into a single unified Planning Department, through the Public Service Renewal program, an ARR will be applied for in the 2015 budget deliberations for approval of a Full-Time (F/T) Clerk Typist. This full-time administrative position will assist both divisions of the unified Planning Department, addressing the administrative functions associated with the front counter, filing, circulation of applications, data entry, making information available digitally and on-line to address IT strategies and service requests, and other administrative duties.

## 2015-2018 Business Plan

- Professional Development
  - The number of staff members in relatively new positions and new and emerging Planning related legislation/guidelines further places pressures in the Department's commitment to train and develop staff to complement their skills particularly as they relate to policy development, OMB, project management and communications work.
  - Base skills for Policy Planning rest in land use planning and project management. Improvements in these areas are on-going. However, it is becoming apparent that more specialized expertise will need to be developed to enhance performance, either through further education or recruitment. Environment/sustainability is one such discipline that is now covered by one specialist; other specialists in environmental matters need to be developed and specialists in areas like transportation, housing, economics (land use, retail/employment/demographics), data management and quantitative analysis are needed as the Policy Planning function matures and more data becomes available.
  - The future staffing needs of Policy Planning should be addressed as part of a more comprehensive review involving IT, Development Planning, Economic Development and other departments to ensure research capacity and tools are available to respond to citizen service needs.

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Vaughan Official Plan
  - Conducting a 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031 is a high priority for the City of Vaughan. There are a number of projects that are adjuncts or follow up work to the Official Plan.

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Explore grant funding as a potential alternative source of revenue for funding planning studies.

## 2015-2018 Business Plan

### Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Achieve an approved Official Plan framework	Continue with the resolution of appeals to Volume 1 and Volume 2, e.g. Yonge Steeles Corridor Secondary Plan, Centre Street Land Use Study.	Q4	Support from Human Resources to fill positions approved in 2014 budget and for training of new staff.
	Updated Plan to be presented at the inaugural Council meeting, late 2014, with approvals to-date; continuous updates to Volumes 1 and 2 in 2015 as appeals are resolved.	Q1-Q4	
Engage and respond to all public & regulatory stakeholders to conduct planning studies and projects in support of sustainable growth	Finalize Secondary Plan Studies and OPA's adopted in 2013 - 2014 and continue through to OMB approvals, as required,  e.g. - Vaughan Mills Centre Secondary Plan; - Concord GO Secondary Plan.	Q4	The ability to monitor development statistics and conduct analysis is limited by current staffing levels and other priorities. The extent to which a monitoring program can be implemented will depend on the corporate data management review, an internal review of Policy operations and the outcome of the PSR work. (See "Examine opportunity to enhance departmental operations" below.  An ARR to make the existing P/T Clerk Typist into a F/T position will be applied for in the 2015 budget deliberations to address the workload and need for support to provide
	On-going Plan monitoring and renewal and response to site specific issues as they emerge. (Monitoring contingent on developing capacity in this area.)	Q1 – Q4	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
			information in digital format with the unified Planning Department as identified earlier in this Business Plan.
	Continue with the New Community Area Secondary Plans for Blocks 17 and 41.	Q1-Q4	Funding for external experts as per capital planning process.
	Complete the reporting, finalization and adoption of Natural Heritage Network study and its implementation by way of an Official Plan amendment and the finalization and approval of the Environmental Management Guideline.	Q1	Funding for external experts as required per capital planning process.
	Report on the outcome of the Sustainability Performance Metrics pilot project for the purposes of establishing the protocol for the permanent implementation of the program.	Q1	
	Participate in York Region's initiation of its 5-year Official Plan/Municipal Comprehensive Review Process and Regional Transportation Plan review, including providing input from the City's perspective and development statistics, as available.	Q1-Q4	Support from IT and other departments for broader discussion of GIS layers/tools.
	Provide comment and input on Provincial statutory review processes including: "The Big Move", Region Transportation Plan and Places to Grow, the Growth Plan for GTHA.	Q1-Q4	Support from IT and other departments for broader discussion of GIS layers/tools.
	Advance the preparation of the Dufferin Street/Centre Street Study to inform the City's position at the OMB on VOP 2010 appeals.	Q1-Q3	
	Continue with the review and approval of Block Plans for Greenfield and Whitebelt communities 34E, 34W, 66, 59 as they are submitted,	Q1-Q4	Support from IT and other departments for broader discussion of GIS layers/tools.
	Provide support to Economic Development in the preparation of the Community Improvement Plan for intensification areas, for the purposes of developing office incentives.	Q1-Q2	Support from IT and other departments for broader discussion of GIS layers/tools.

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Complete work on the Secondary Suites Study resulting in a Public Hearing, Technical Report, leading to the adoption of an Official Plan amendment and regulatory measures.	Q1	Vaughan Fire and Rescue Service and By-law Enforcement to consider ARR request related to work inventory.
	Initiate, Complete Studies as may be directed throughout the year, as priority responses as may be initiated by Senior Management/Council	Q1-Q4	TBD
	Bring to finalization an Affordable Housing Framework and Implementation measures in order to implement VOP 2010 in respect of Housing targets and collection of performance measures, consistent with York Region.	Q1-Q3	
	Undertake/complete a range of Potential Studies depending on priorities and staff availability: <ul style="list-style-type: none"> <li>- Places of Worship;</li> <li>- Keele Street Land Use: Kirby to King-Vaughan line;</li> <li>- Medical Marijuana</li> <li>- Participate in potential feasibility study for the potential GO Rail/Concord overpass</li> </ul>	Q1-Q4	
Examine opportunity to enhance departmental operations	Complete the identification and implementation of a vision for the evolution of Policy in respect of its role in the Planning Commission and corporation, for the purpose of informing the PSR work. (Review initiated in Q3 of 2014). Will develop a future direction, for services to be provided; internal organization and operations, areas of in house expertise required and implementation measures.	Q1-Q4	Staffing issues may be identified and the outcome may identify a need for the evolution of the staffing levels to be identified as an ARR for the 2016 Budget year.  An ARR for GIS tools, e.g. software and workstations may be required.
	Conduct a review of procurement processes for the purposes of: <ul style="list-style-type: none"> <li>- Streamlining the system;</li> <li>- Identifying the major cost drivers of Policy projects;</li> <li>- Enhancing consultation with Finance;</li> <li>- Establishing a better</li> </ul>	Q1-Q4	The extent to which a monitoring program can be implemented will depend on the corporate data management review, an internal review of Policy operations and the outcome of the PSR work.



## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	<p>predictive model for estimating project costs.</p> <p>Advance capabilities in monitoring, data capture and analysis in conjunction with the corporate data management initiative</p>		
<b>2016 Initiatives</b>			
Achieve an approved Official Plan framework	Continue with appeals process for approval of VOP 2010 (Volumes 1 and 2)	Q4	Continuation of a contract Senior Policy Planner (OMB Hearings).
	Preparation for City's 5-year Official Plan Review. Creation of Work plan, review data and assemble background information and consult with stakeholders	Q1-Q4	Staffing needs to be assessed and any additional ARR's to be requested in 2017 Budget year.
Engage and respond to all public & regulatory stakeholders to conduct planning studies and projects in support of sustainable growth	Finalize Secondary Plan Studies and OPA's begun in 2013, 2014 and 2015, through to OMB approval process, as required.	Q4	Continuation of a contract Senior Policy Planner (OP/OMB).
	Continue the review and preparation and approval of Block Plans for Greenfield and Whitebelt	Q1-Q4	
	Continue with the preparation of the New Community Areas Secondary Plans (Blocks 27 and 41) with adoption targeted for Q4.	Q1-Q4	Support from IT and other departments for GIS tools and layers to inform reviews.
	Continue to participate in York Region's 5-year Official Plan/Municipal Comprehensive Review Process and Regional Transportation Plan review, including providing input from the City's perspective and development statistics, as available. Review and comment on resulting studies and policy changes.	Q1-Q4	Support from IT and other departments for GIS tools and layers to inform reviews.
Examine opportunity to enhance departmental operations	Continue to implement the outcome of the internal review/PSR work, resulting from any shifts in mandate, responsibilities or staffing.	Q1-Q4	
Improve Data Management Capability	Implement Corporate Data Management Strategy. GIS layers emerging from studies and from LIO	Q4	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	updates must be accessible for staff to inform, review and respond to Council requests.		
<b>2017 Initiatives</b>			
Conduct planning studies and policy development to support sustainable growth	Continue the review and preparation of OPAs and Block Plans for greenfield and whitebelt communities 34E, 34W, 59, 40, 47, 62.	Q4	
	New Community Areas Secondary Plans (Blocks 27 and 41) and subwatershed studies.	Q4	Staffing needs to be assessed and any additional ARR's to be requested in 2018 Budget year.
Improve Data Management Capability	Implementation	Q4	
Update Official Plan	Commence 5 year Official Plan Review	2018	Staffing needs to be assessed and any additional ARR's to be requested in 2018 Budget year.
<b>2018 Initiatives</b>			
Update Official Plan	Continue 5-year Official Plan Review Finalization	Q4	
Improve Data Management Capability		Q4	



## 2015-2018 Business Plan

### Business Performance

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

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

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

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

Policy Planning has been using the number of planned and on-going projects as a performance measure. Increasingly, the number of projects is becoming a less valid indicator of time-commitment and efficiency. The timing and time-commitment varies directly as to the complexity of the project. Complexity can be defined by a number of variables, which include: The size of the project (the geography impacted), the number of people and agencies it affects, the extent of the public consultation process, the nature of the issues (e.g. intensification/traffic impact and the environment are generally contentious) and the potential for appeals to the Ontario Municipal Board. This can turn any project into a two-year plus process when taken from the preparation of Terms of Reference/RFP through to Council approval. It is unlikely that efficiencies can be achieved in many of these areas, especially in the need for public consultation (for which there are statutory requirements and Council expectations) and agency commenting times and OMB appeals are beyond City control.

One area that should be explored is achieving efficiencies in the consultant recruitment process and budgeting process. It is recommended that Policy Planning review the consultant retention process with a view to identifying efficiencies in how professional services are retained and managed. This would form the basis for discussions with the Finance and Purchasing Services staff on potential changes to current processes.

The continuation in the number of active or pending projects from 29 in 2013 to an estimate of 37 in 2014 is considered a significant advancement from recent years. However, given the complexity and time-commitment for each, no relief in workload is expected.

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Total Number of Active Projects	25	26	21	24	29	37
<b>EFFECTIVENESS: How well do we do it?</b>						

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>SERVICE QUALITY: Is anyone better off?</b>						

### Key Performance Indicators Conclusion:

Generally, Policy Planning has been successful in reducing the number of 2014 projects it has been working on. VOP 2010 and its associated OMB appeals and resolution thereof still represents a significant workload. However, new work has been programmed which will result in the total number of potential projects remaining static at 37. It is noted that York Region is now starting its 5-year review of the Regional Official Plan, which will have implications for Policy Planning in the immediate and long term future. Potentially this will lead to the City beginning its Official Plan review in 2017, with preparation starting in 2016.

## 2015-2018 Business Plan

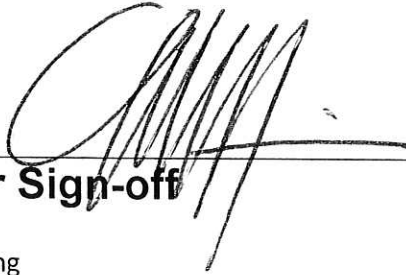


**Department Head Sign-off**

Roy McQuillin  
Acting Director of Policy Planning

Aug. 15, 2014

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



**Commissioner Sign-off**

John MacKenzie  
Commissioner of Planning

AUG 15, 2014

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



# Revenue and Expenditure Summary

## 2015-18 Operating Budget

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Policy Planning</b>																
	<b>Revenue</b>															
		3524 Trsf. from Capital Fund	0	39,270	157,077	(157,077)	0	0	(157,077)	(100.0)%	0	0	0	0	0	0
		3582 Block Plan Review	45,188	182,155	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3619 Admin Fee OMB appeals	0	50	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>45,188</b>	<b>221,475</b>	<b>157,077</b>	<b>(157,077)</b>	<b>0</b>	<b>0</b>	<b>(157,077)</b>	<b>(100.0)%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Labour Costs</b>															
		7010 Full Time	839,865	815,850	961,160	46,236	0	1,007,396	46,236	4.8%	1,018,833	11,437	1,024,203	5,370	1,024,203	0
		7012 Overtime	3,890	12,307	7,850	335	0	8,185	335	4.3%	8,185	0	8,185	0	8,185	0
		7015 Part Time	16,345	20,959	31,262	(1,358)	0	29,904	(1,358)	(4.3)%	31,401	1,497	31,401	0	31,401	0
		7016 Full Time Contracts	77,550	153,835	211,779	(17,160)	0	194,619	(17,160)	(8.1)%	0	(194,619)	0	0	0	0
		7017 Benefits	227,728	222,931	262,845	17,459	0	280,304	17,459	6.6%	288,746	8,442	297,465	8,719	304,726	7,261
		7020 Benefits - FT Contract	7,600	33,554	47,852	5,279	0	53,131	5,279	11.0%	0	(53,131)	0	0	0	0
		<b>Total Labour Costs</b>	<b>1,172,978</b>	<b>1,259,436</b>	<b>1,522,748</b>	<b>50,791</b>	<b>0</b>	<b>1,573,539</b>	<b>50,791</b>	<b>3.3%</b>	<b>1,347,165</b>	<b>(226,374)</b>	<b>1,361,254</b>	<b>14,089</b>	<b>1,368,515</b>	<b>7,261</b>
	<b>Other Expenses</b>															
		7100 Mileage	634	825	1,984	0	0	1,984	0	0.0%	1,234	(750)	1,234	0	1,234	0
		7105 Membership/Dues/Fees	5,967	5,492	6,910	0	0	6,910	0	0.0%	6,210	(700)	6,210	0	6,210	0
		7110 Meals & Meal Allowances	447	531	540	0	0	540	0	0.0%	540	0	540	0	540	0
		7115 Training & Development	4,677	5,822	7,250	0	0	7,250	0	0.0%	6,250	(1,000)	6,250	0	6,250	0
		7120 Telephone Charges	0	124	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7122 Cellular Telephones	535	772	2,030	(150)	0	1,880	(150)	(7.4)%	1,280	(600)	1,280	0	1,280	0
		7125 Subscriptions/Publications	110	15	170	0	0	170	0	0.0%	170	0	170	0	170	0
		7130 Seminars & Workshops	4,979	4,513	8,500	0	0	8,500	0	0.0%	8,500	0	8,500	0	8,500	0
		7135 Advertising	3,045	2,272	3,000	0	0	3,000	0	0.0%	3,000	0	3,000	0	3,000	0
		7200 Office Supplies	1,643	1,872	2,700	0	0	2,700	0	0.0%	2,500	(200)	2,500	0	2,500	0
		7203 Drafting Supplies	0	75	300	0	0	300	0	0.0%	300	0	300	0	300	0
		7205 Computer Supplies	28	316	500	0	0	500	0	0.0%	500	0	500	0	500	0
		7210 Office Equip. & Furniture	5,722	523	11,215	(9,825)	0	1,390	(9,825)	(87.6)%	1,390	0	1,390	0	1,390	0
		7211 Computer Hardware/Software	1,523	1,330	8,590	(3,300)	0	5,290	(3,300)	(38.4)%	4,590	(700)	4,590	0	4,590	0
		7220 Copiers, Faxes and Supplies	13,504	9,566	9,770	0	0	9,770	0	0.0%	9,770	0	9,770	0	9,770	0
		7222 Printing	14	528	2,080	0	0	2,080	0	0.0%	2,080	0	2,080	0	2,080	0
		7226 Courier Services	990	553	950	0	0	950	0	0.0%	950	0	950	0	950	0
		7300 Protective Clothing/Uniforms	0	45	180	0	0	180	0	0.0%	180	0	180	0	180	0
		7520 Professional Fees	26,076	8,890	13,902	0	0	13,902	0	0.0%	13,902	0	13,902	0	13,902	0
		7630 Wireless/Internet Commun.	0	61	250	0	0	250	0	0.0%	250	0	250	0	250	0
		7699 Sundry Expenses	1,643	1,076	1,250	0	0	1,250	0	0.0%	1,250	0	1,250	0	1,250	0
		7700 Chgs. from Othe Depts.	481	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7770 Transfer to Capital Fund	9,000	0	0	(131,312)	0	(131,312)	(131,312)	0.0%	0	131,312	0	0	0	0
		7790 Trsf. to Expend Res	40,030	10,843	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>121,050</b>	<b>56,046</b>	<b>82,071</b>	<b>(144,587)</b>	<b>0</b>	<b>(62,516)</b>	<b>(144,587)</b>	<b>(176.2)%</b>	<b>64,846</b>	<b>127,362</b>	<b>64,846</b>	<b>0</b>	<b>64,846</b>	<b>0</b>
<b>Total Policy Planning</b>			<b>1,248,840</b>	<b>1,094,007</b>	<b>1,447,742</b>	<b>63,281</b>	<b>0</b>	<b>1,511,023</b>	<b>63,281</b>	<b>4.4%</b>	<b>1,412,011</b>	<b>(99,012)</b>	<b>1,426,100</b>	<b>14,089</b>	<b>1,433,361</b>	<b>7,261</b>

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

3524 - Trsf. from Capital Fund	Reallocated to Transfer to Capital Fund and decrease due to removal of one-time funding for the contract position
7010 - Full Time	Increase due to \$27K progressions and \$19K economic adjustment
7012 - Overtime	Increase due to salary change
7015 - Part Time	Decrease due to replacement of vacancy starts at a lower rate
7016 - Full Time Contract	Decrease due to expiration of contract
7017 - Benefits	Increase in relation to salary change and as per Guidelines



# Revenue and Expenditure Summary

## 2015-18 Operating Budget

7020 - Benefits - FT Contract	Increase due to previous year adjustment and as per Guidelines offset by expiration of contract
7122 Cellular Telephones	Decrease due to removal of one-time funding for the contract position
7210 - Office Equip. & Furniture	Decrease due to removal of one-time funding for the contract position
7211 Computer Hardware/Software	Decrease due to removal of one-time funding for the contract position
7770 Transfer to Capital Fund	Reallocated from Trsf. from Capital Fund

### **2016 Budget Variance Comments**

7010 - Full Time	Increase due to progressions
7015 - Part Time	Increase due to progressions
7016 - Full Time Contract	Decrease due to expiration of contract
7017 - Benefits	Increase in relation to salary change and as per Guidelines
7020 - Benefits - FT Contract	Decrease due to expiration of contract
7100 - Mileage / Car Allowance	Decrease due to expiration of contract
7105 - Memberships/Dues/Fees	Decrease due to expiration of contract
7115 - Training & Development	Decrease due to expiration of contract
7122 Cellular Telephones	Decrease due to expiration of contract
7200 - Office Supplies	Decrease due to expiration of contract
7211 Computer Hardware/Software	Decrease due to expiration of contract
7770 Transfer to Capital Fund	Decrease due to expiration of contract

### **2017 Budget Variance Comments**

7010 - Full Time	Increase due to progressions
7017 - Benefits	Increase in relation to salary change and as per Guidelines

### **2018 Budget Variance Comments**

7017 - Benefits	Increase as per Guidelines
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## 2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2015	Supporting Transformation	185-15-01	Clerk Typist E (Conversion from PT)	0.3	64,671	0	0	32,954	31,717
	Supporting Transformation Total			0.3	64,671	0	0	32,954	31,717
2015 Total				0.3	64,671	0	0	32,954	31,717
Grand Total				0.3	64,671	0	0	32,954	31,717



CITY OF VAUGHAN

# DRAFT 2015 BUDGET AND 2016-2018 PLAN

*Building Standards*



## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

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

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

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

1. Ensure minimum Code provisions are maintained thereby providing safe accommodation for residents.
2. Provide safe and clean facilities for all users of City-owned facilities.
3. Support all City Departments by maintaining the facilities from which they provide services to the public.
4. Maintain approved services standards while ensuring operational efficiency and effectiveness.

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

1. Demonstrate Excellence in Service Delivery
  - Staff members provide application plans review and building inspection services to promote adherence to provincially mandated standards set out in the *Building Code*
2. Ensure a High Performing Organization
  - Staff members collaborate with other City Departments to effectively deliver the development application process. Additionally, the Department is committed to effectively managing and continuously improving processes for issuing building permits within the City
3. Promote Community Safety, Health & Wellness
  - The Department ensures compliance with the health and safety requirements of the *Ontario Building Code Act*, contributing to community safety by promoting safe and accessible structures

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	2013	2014 Base	Additional Resource Requests			
			2015	2016	2017	2018
Full Time	63	65	65	0	1	
Part Time	1.6	.5	0			
Overtime	\$262,224	\$262,224	\$200,000			

## 2015-2018 Business Plan

### Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Legislative Framework
  - New energy requirements initiated by the Provincial Government are placing a burden of responsibility and risk on the department. The department currently lacks the knowledge and skills required to meet these challenges, though ARRs have been approved to provide the expertise necessary.
  - New accessibility requirements will, coming in force Jan. 1, 2015, place additional pressure on existing staff resources
- Resources
  - Participation in various corporate initiatives such as web based applications and continuous software upgrades will have a direct impact on existing department resources. In addition new corporate business processes will continue to challenge senior management in attempting to meet multiple service delivery requirements.

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Vaughan Official Plan
  - Once approved, the new Official Plan will require a full review of the City's current zoning by-law. This project is anticipated to take approximately three years to complete.
- Service Level
  - Building Standards will enter into a Memorandum of Understanding and will continue to share in the responsibility for all plans review related to fire safety issues with Vaughan Fire Services.
  - Increasing pressures to provide additional/improved services so as to implement directions from Public Service Renewal.
  - Permit volumes in the future are largely unknown and are dependent upon external influences and market factors.
- Technology
  - Future move to web-based permit applications and permit review processes.
  - Creating GIS capacity in Building Standards to support reviews.
  - Move to integrate systems and to leverage and upgrade corporate GIS and other systems.

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- The department does not anticipate any major financial impacts to affect the delivery of services in the future

## 2015-2018 Business Plan

### Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2014 Initiatives</b>			
Maintain provincially mandated standards established in the <i>Building Code</i>	Ontario Building Code By-law Review (New Building Permit Classifications & Fees)		Finance/Budgeting Resources may be required.
Effectively manage and continuously improve processes for issuing building permits within the City	Improvements to the AMANDA Database: implementation of tablets and potentially web-based permit applications	Q4	Capital Budget & New ARR's proposed for 2014
	Determine future resource needs of the department to service development growth in support of the VMC corporate initiative and other intensification areas		Re-org of Department – Confirmation of resources
	Engage in a Fleet Review to determine type of vehicle, financial costs, and replacement schedule	Q4 2014 to Q1 2015	Budget ARR
<b>2015 Initiatives</b>			
Effectively manage and continuously improve processes for issuing building permits within the City	Implement web-based permit applications, web-based permit review processes, and system software upgrade		Capital Budget & New ARR's proposed for 2015
Create project team for public hospital project		Q1	ARR's proposed
Maintain provincially mandated standards established in the <i>Building Code</i>	City Composite Zoning By-Law Project: Hire a consultant to review the project and begin building internal team and capacity for project		1 FTE for 2015 ARR proposed
	Develop and update department operational policies	Q4	Resources to procure a consultant
	Training- Code for 6 storey wood		
<b>2016 Initiatives</b>			
Effectively manage and continuously improve	Continuous improvements to the Departments automated systems.		

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
processes for issuing building permits within the City	(Amanda Database, new GIS capacity for Building Standards)		ARRs to be coordinated with IT and Planning Department
Maintain provincially mandated standards established in <i>the Building Code</i>	Training for new OBC energy requirements for 2017		
<b>2017 Initiatives</b>			
Effectively manage and continuously improve processes for issuing building permits within the City	Assess and implement a digital plans review process leading to paperless permitting process Continue to integrate and to upgrade systems (GIS, AMANDA)	Q4	Capital budget – ARR request (Additional Hardware and Software processes)
Maintain provincially mandated standards established in <i>the Building Code</i>		Ongoing	
<b>2018 Initiatives</b>			
Effectively manage and continuously improve processes for issuing building permits within the City	Develop consultation processes for a new Code review and assessment. Delegate staff to assist in developing Policies and Procedures	Q2	
Maintain provincially mandated standards established in <i>the Building Code</i>	Training on New Code requirements.	Ongoing	

## 2015-2018 Business Plan

### Business Performance

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

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

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

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Building Permit Processing Times*	Res: 2 wks Comm: 3.5 wks Misc: 2 wks	Res: 2 wks Comm: 3 wks Misc: 2 wks	Res: 2 wks Comm: 3 wks Misc: 2 wks	Res: 2 wks Comm: 3 wks Misc: 2 wks	Res: 2 wks Comm: 3 wks Misc: 2 wks	Res: 2 wks Comm: 3 wks Misc: 2 wks
Average number of Inspections per FTE (per day)	12.3	13.8	11.6	10.2	11.9	12
Number of Order and Number of Prosecution	Orders 1646 Pros. 442	Orders 1125 Pros. 264	Orders 887 Pros. 234	Orders 798 Pros. 64	Orders 511 Pros. 61	Orders 320 Pros. 35
<b>EFFECTIVENESS: How well do we do it?</b>						
Percentage of Inspection Requests Responded to within 48 hours*	99%	99%	99%	99%	99%	99%
Number of Outstanding Permits	14,000	13,000	12,500	11,500	10,000	9,000
Number of incomplete applications	16	27	35	44	225	275
<b>SERVICE QUALITY: Is anyone better off?</b>						



## 2015-2018 Business Plan

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- Permit and inspection request processing times continue to remain within provincially mandated service standards. The Department frequently exceeds provincially mandated service standards by responding to 97% of all requests within 24 hours.
- The number of outstanding permits has steadily declined
- Number of Orders and Prosecutions is on a decline because of the Department's attempt to do business and resolve issues in a cooperative way.



Department Head Sign-off

08/15/14  
Date (mm/dd/yy)



Commissioner Sign-off

08/15/14  
Date (mm/dd/yy)



# Revenue and Expenditure Summary

## 2015-18 Operating Budget

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Building Standards</b>																
	<b>Revenue</b>															
		3522 Trsf. fm Res. & Res. Funds	514,038	2,052,623	2,849,680	(79,680)	0	2,770,000	(79,680)	(2.8)%	2,797,000	27,000	2,860,000	63,000	2,809,000	(51,000)
		3524 Trsf. from Capital Fund	1,008	41,300	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3566 Zoning Response Fees	9,230	23,853	7,700	0	0	7,700	0	0.0%	8,050	350	8,050	0	8,400	350
		3568 Licenses and Permits	7,041,372	5,870,935	6,650,000	225,000	0	6,875,000	225,000	3.4%	7,156,780	281,780	7,300,000	143,220	7,446,000	146,000
		3570 Property Information Fees	29,800	28,502	26,250	0	0	26,250	0	0.0%	28,000	1,750	28,000	0	28,000	0
		3576 Taxable Sales-Postage Fees	19,341	22,644	19,800	0	0	19,800	0	0.0%	21,000	1,200	21,000	0	21,000	0
		3596 License Letter Fees	9,260	13,987	9,900	0	0	9,900	0	0.0%	10,350	450	10,350	0	10,350	0
		3600 Septic Tank Inspections	6,957	3,802	4,500	0	0	4,500	0	0.0%	4,500	0	4,500	0	4,500	0
		3605 Infill Lot Grading	348,376	392,343	357,036	33,000	0	390,036	33,000	9.2%	437,786	47,750	446,536	8,750	446,536	0
		3610 Plumbing Permit Fees	577,684	379,316	485,000	15,000	0	500,000	15,000	3.1%	520,200	20,200	530,604	10,404	541,200	10,596
		3612 Service Charges	87,180	76,609	88,500	3,500	0	92,000	3,500	4.0%	92,000	0	95,500	3,500	95,500	0
		3618 Dept. Misc. Revenues	29,934	14,520	17,975	4,000	0	21,975	4,000	22.3%	21,975	0	26,975	5,000	26,975	0
		<b>Total Revenue</b>	<b>8,674,180</b>	<b>8,920,434</b>	<b>10,516,341</b>	<b>200,820</b>	<b>0</b>	<b>10,717,161</b>	<b>200,820</b>	<b>1.9%</b>	<b>11,097,641</b>	<b>380,480</b>	<b>11,331,515</b>	<b>233,874</b>	<b>11,437,461</b>	<b>105,946</b>
	<b>Labour Costs</b>															
		7010 Full Time	4,330,754	4,386,900	5,073,412	111,178	0	5,184,590	111,178	2.2%	5,239,716	55,126	5,270,545	30,829	5,272,107	1,562
		7012 Overtime	113,988	176,701	262,224	12,171	0	274,395	12,171	4.6%	274,395	0	274,395	0	274,395	0
		7015 Part Time	19,488	6,491	24,130	0	0	24,130	0	0.0%	24,130	0	24,130	0	24,130	0
		7016 Full Time Contracts	49,098	22,602	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	1,193,100	1,221,324	1,433,657	59,111	0	1,492,768	59,111	4.1%	1,535,398	42,630	1,582,793	47,395	1,622,103	39,310
		7020 Benefits - FT Contract	4,812	2,249	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>5,711,240</b>	<b>5,816,267</b>	<b>6,793,423</b>	<b>182,460</b>	<b>0</b>	<b>6,975,883</b>	<b>182,460</b>	<b>2.7%</b>	<b>7,073,639</b>	<b>97,756</b>	<b>7,151,863</b>	<b>78,224</b>	<b>7,192,735</b>	<b>40,872</b>
	<b>Other Expenses</b>															
		7100 Mileage	73,076	68,413	83,700	0	0	83,700	0	0.0%	83,700	0	83,700	0	83,700	0
		7105 Membership/Dues/Fees	21,362	20,735	25,020	0	0	25,020	0	0.0%	25,020	0	25,020	0	25,020	0
		7110 Meals & Meal Allowances	719	520	830	0	0	830	0	0.0%	830	0	830	0	830	0
		7115 Training & Development	12,213	20,582	58,880	0	0	58,880	0	0.0%	58,880	0	58,880	0	58,880	0
		7120 Telephone Charges	920	4,212	3,350	0	0	3,350	0	0.0%	3,350	0	3,350	0	3,350	0
		7122 Cellular Telephones	9,203	8,135	11,900	(300)	0	11,600	(300)	(2.5)%	11,600	0	11,600	0	11,600	0
		7125 Subscriptions/Publications	9,668	2,703	6,740	0	0	6,740	0	0.0%	6,740	0	6,740	0	6,740	0
		7130 Seminars & Workshops	2,538	6,589	10,180	0	0	10,180	0	0.0%	10,180	0	10,180	0	10,180	0
		7200 Office Supplies	14,719	8,193	14,350	0	0	14,350	0	0.0%	14,350	0	14,350	0	14,350	0
		7205 Computer Supplies	3,961	2,580	4,160	0	0	4,160	0	0.0%	4,160	0	4,160	0	4,160	0
		7210 Office Equip. & Furniture	2,739	5,324	21,290	0	0	21,290	0	0.0%	21,290	0	21,290	0	21,290	0
		7211 Computer Hardware/Software	15,334	14,910	67,180	(10,100)	0	57,080	(10,100)	(15.0)%	57,080	0	57,080	0	57,080	0
		7212 Electronic Reg'n Exp	499	1,063	980	0	0	980	0	0.0%	980	0	980	0	980	0
		7220 Copiers, Faxes and Supplies	28,723	37,233	39,939	0	0	39,939	0	0.0%	39,939	0	39,939	0	39,939	0
		7222 Printing	3,496	7,023	10,090	0	0	10,090	0	0.0%	10,090	0	10,090	0	10,090	0
		7226 Courier Services	0	54	150	0	0	150	0	0.0%	150	0	150	0	150	0
		7300 Protective Clothing/Uniforms	2,416	2,846	4,190	0	0	4,190	0	0.0%	4,190	0	4,190	0	4,190	0
		7335 Small Tools & Equipment	118	375	1,500	0	0	1,500	0	0.0%	1,500	0	1,500	0	1,500	0
		7410 Rental, Leases - Equipment	0	227	920	0	0	920	0	0.0%	920	0	920	0	920	0
		7520 Professional Fees	0	9,973	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7560 Gas/Diesel - Vehicles	12,594	10,300	16,000	0	0	16,000	0	0.0%	16,000	0	16,000	0	16,000	0
		7630 Wireless/Internet Commun.	184	270	500	0	0	500	0	0.0%	500	0	500	0	500	0
		7699 Sundry Expenses	618	449	3,360	0	0	3,360	0	0.0%	3,360	0	3,360	0	3,360	0
		7700 Chgs. from Othe Depts.	1,750	1,313	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7710 Internal Recoveries	(50)	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7790 Trsf. to Expnd Res	114,143	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>330,941</b>	<b>234,019</b>	<b>385,209</b>	<b>(10,400)</b>	<b>0</b>	<b>374,809</b>	<b>(10,400)</b>	<b>(2.7)%</b>	<b>374,809</b>	<b>0</b>	<b>374,809</b>	<b>0</b>	<b>374,809</b>	<b>0</b>
<b>Total Building Standards</b>			<b>(2,631,999)</b>	<b>(2,870,147)</b>	<b>(3,337,709)</b>	<b>(28,760)</b>	<b>0</b>	<b>(3,366,469)</b>	<b>(28,760)</b>	<b>0.9%</b>	<b>(3,649,193)</b>	<b>(282,724)</b>	<b>(3,804,843)</b>	<b>(155,650)</b>	<b>(3,869,917)</b>	<b>(65,074)</b>

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.



# Revenue and Expenditure Summary

## 2015-18 Operating Budget

### 2015 Budget Variance Comments

3522 - Trsf. fm Res. & Res. Funds	Decrease due to reduction in recovery of OBC related expenses
3568 Licenses and Permits	Increase due to adjusted volume forecast
3605 Infill Lot Grading	Increase due to adjusted volume forecast and higher price of 5%
3610 - Plumbing Permit Fees	Increase due to adjusted volume forecast
3612 - Service Charges	Increase based on higher price of 5%
3618 - Dept. Misc. Revenues	Increase due to new fee and based on higher price of 18% offset by removal of a fee
7010 - Full Time	Increase due to \$23K progressions, \$11K job evaluation, and \$96K economic adjustment offset by \$25K vacant positions
7012 - Overtime	Increase in relation to salary change
7017 - Benefits	Increase in relation to salary change and as per Guidelines
7122 Cellular Telephones	Decrease due to removal of one-time expense
7211 Computer Hardware/Software	Decrease due to removal of one-time expense

### 2016 Budget Variance Comments

3522 - Trsf. fm Res. & Res. Funds	Increase due to increase in recovery of OBC related expenses
3566 - Zoning Response Fees	Increase based on higher price of 4%
3568 - Licenses, Permits & Fines	Increase due to adjusted volume forecast
3570 - Property Information Fees	Increase based on higher price of 6%
3576 - Taxable Sales	Increase based on higher price of 13%
3596 - License Letter Fees	Increase based on higher price of 4%
3605 Infill Lot Grading	Increase based on higher price of 10% and adjusted volume forecast
3610 - Plumbing Permit Fees	Increase due to adjusted volume forecast
7010 - Full Time	Increase due to progressions
7017 - Benefits	Increase in relation to salary change and as per Guidelines

### 2017 Budget Variance Comments

3522 - Trsf. fm Res. & Res. Funds	Increase due to increase in recovery of OBC related expenses
3568 - Licenses, Permits & Fines	Increase due to adjusted volume forecast
3605 Infill Lot Grading	Increase based on higher price of 5%
3610 - Plumbing Permit Fees	Increase due to adjusted volume forecast
3612 - Service Charges	Increase based on higher price of 5%
3618 - Dept. Misc. Revenues	Increase due to new fee and based on higher price of 23%
7010 - Full Time	Increase due to progressions
7017 - Benefits	Increase in relation to salary change and as per Guidelines

### 2018 Budget Variance Comments

3522 - Trsf. fm Res. & Res. Funds	Decrease due to reduction in recovery of OBC related expenses
3566 - Zoning Response Fees	Increase based on higher price of 4%
3568 - Licenses, Permits & Fines	Increase due to adjusted volume forecast
3610 - Plumbing Permit Fees	Increase due to adjusted volume forecast
7010 - Full Time	Increase due to progressions
7017 - Benefits	Increase in relation to salary change and as per Guidelines

2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2015	Maintain/Growth	110-15-01	AMANDA Technician	1.0	95,819	1,500		97,319	0
	Maintain/Growth Total			1.0	95,819	1,500		97,319	0
2015 Total				1.0	95,819	1,500		97,319	0
Grand Total				1.0	95,819	1,500		97,319	0

## 2015 - 2018 Draft Capital Projects

Budget\$						Group			
Year	Project #	Title	Ward	Project Type	Development Charges	Other Sources	Capital from Taxation	Grand Total	
2015	BS-1006-15	Zoning Bylaw Review	City-Wide	Growth	139,050	103,000	272,950	515,000	
2015 Total					139,050	103,000	272,950	515,000	
2016	BS-1006-15	Zoning Bylaw Review	City-Wide	Growth	243,767	206,000	682,375	1,132,142	
2016 Total					243,767	206,000	682,375	1,132,142	
2017	BS-1006-15	Zoning Bylaw Review	City-Wide	Growth	243,767	206,000	682,375	1,132,142	
2017 Total					243,767	206,000	682,375	1,132,142	
2018	BS-1006-15	Zoning Bylaw Review	City-Wide	Growth	207,717	103,000		310,717	
2018 Total					207,717	103,000		310,717	
Grand Total					834,301	618,000	1,637,700	3,090,001	



CITY OF VAUGHAN

# DRAFT 2015 BUDGET AND 2016-2018 PLAN

*Parks Development*

## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

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

The Parks Development Department is responsible for the planning, design, construction and lifecycle replacement of the City's parks, open space and trail systems. Through collaboration with residents and stakeholders, the department is committed to providing the City with innovative, functional, accessible and safe outdoor recreational facilities that foster physical activity, health and wellness for all citizens while meeting the City's strategic parkland objectives.

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

1. Acquisition and/or dedication of suitable park and open space properties to meet current and future needs
2. Development of plans and studies to guide parks planning and approvals process
3. Implementation of the outdoor recreation component of the Active Together Master Plan
4. Support for the environmental sustainability recommendations of Green Directions Vaughan
5. Coordination of asset management and capital life cycle replacement of park facilities

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

1. Enhance and Ensure Community Safety, Health & Wellness
  - The provision of safe and accessible parks and open spaces encourages physical activity and promotes healthy lifestyles
2. Lead and Promote Environmental Sustainability
  - The protection and acquisition of parkland, natural areas and woodlots increases the City's urban forest canopy and reduces the impact of urban development
3. Ensure Financial Sustainability
  - The development of asset management plans and quality standards for products reduces operating costs and provides tools for long-term financial planning

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2013	2014 Base	2015	2016	2017	2018
Full Time	11	14*	2	1	1	
Part Time	1	1				
Overtime	\$7,491	\$7,491				

\* Includes one 4 year VMC contract and two, 2 year OMB workload contract positions. A new Asset Management Coordinator position is also included, approved in the 2014 Budget.

## 2015-2018 Business Plan

### Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Strengths and Achievements
  - Assisted Parks & Forestry Operations with successful ice storm response and recovery
  - Initiated the Financial Advisory Review of potential partnerships for North Maple Regional Park
  - Completed a department functional reorganization to better streamline roles and responsibilities
  - Finalized future parkland requirements and plans for Block 55 and Block 59
  - Assisted VMC mediation with significant progress made on park and open space requirements
  - Participated and provided professional support to the VMC Black Creek Renewal project
- Current Challenges
  - Volume of parks planning and development initiatives relative to staff resources
  - Need to consolidate development approval standards and planning processes
  - Parkland acquisition strategy required to assess and prioritize acquisition opportunities
  - Financial impact and associated workload with required infrastructure repair and replacement
  - Project implementation delays due to assistance with ice storm response and recovery
  - VOP 2010 policies for Parks and Open Space remain under appeal
- Growth Management
  - Development intensification pressures on parkland provision and service levels
  - Financial pressures related to non-DC funded portion required for new development projects

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Service Constraints
  - Additional staff resources required to address increasing workloads
  - Sustainable funding strategy required for park redevelopment and revitalization projects
  - Coordination with Parks & Forestry Operations in consideration of recent organizational changes
- Opportunities for Business Improvement
  - Increased collaboration with Planning, Engineering and Parks Operations
  - Asset management data collection to assist with park redevelopment strategies

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Significant Cash-in-Lieu of Parkland requirements will place pressure on the City to provide more credits to development, however, significant resources are required to secure parkland required to meet target provision standards and user/stakeholder needs
- Significant design and construction costs for major projects such as North Maple Regional Park, Civic Centre, VMC and urban intensification areas; non-DC supported funding is required
- Implementation of the Active Together Master Plan recommendations
- Parkland acquisition costs for larger Regional/District Parks and public realm in urban intensification areas

## 2015-2018 Business Plan

### Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Parks Planning and Acquisition	Participate in OMB Mediations related to parkland and open space	Q1-Q4	Planning, Legal
	Assist Legal and Real Estate with the development of a Land Acquisition Strategy	Q3-Q4	Legal, Real Estate
Major Parks Development	Advance Phase 1 design and development of North Maple Regional Park	Q1-Q4	Consultant, Parks Operations, Purchasing
	Initiate the Park Redevelopment Strategy process	Q1-Q4	Consultant, Parks Operations, Recreation
Trail Development	Participate in the update of the City's Transportation Master Plan	Q2-Q4	Engineering, Parks Operations
Active Together Master Plan	Initiate a public consultation process for additional Off-Leash Dog Park area(s)	Q1-Q3	Consultant, Parks Operations, By-law
<b>2016 Initiatives</b>			
Parks Planning and Acquisition	Advance parkland acquisition and/or dedication in the VMC with Development Facilitator	Q1-Q4	Consultant, Planning, Real Estate
Major Parks Development	Construction of Block 40 District Park	Q2-Q4	Consultant, Recreation, Engineering
	Oakbank Pond Boardwalk Reconstruction	Q1-Q2	Parks Operations, Engineering
Trail Development	Develop trail planning and construction standards	Q1-Q4	Consultant, Engineering
Active Together Master Plan	Undertake a Skatepark Strategy	Q1-Q2	Consultant, Parks Operations
<b>2017 Initiatives</b>			
Parks Planning and Acquisition	Participate in Updating the Development Charges Background Study	Q4	Finance, Planning
Major Parks Development	Construction of District Parks in Block 11 and Block 59	Q1-Q4	Consultant, Recreation, Buildings & Facilities,



## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
			Engineering
	Continue to advance park design and construction in the VMC	Q1-Q4	Planning, Engineering
Trail Development	Continue to implement City Wide trail system and connections	Q1-Q4	Consultant, Engineering
Active Together Master Plan	Initiate the 5-year review and update to the ATMP and associated targets, provision standards, pressures, trends, etc.	Q1-Q4	Consultant, Recreation, Parks Operations, Building and Facilities, Finance
<b>2018 Initiatives</b>			
Parks Planning and Acquisition	Implementation of new development charge Study	Q1-Q4	Finance
Major Parks Development	Future phase design and development of North Maple Regional Park	Q1-Q4	Consultant, Parks Operations
Trail Development	Continue to implement City Wide trail system and connections	Q1-Q4	Consultant, Engineering
Active Together Master Plan	Finalize 5-year review and update of the ATMP for Council approval	Q1-Q2	Recreation, Parks Operations, Planning, Finance

## Business Performance

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

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

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

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

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Total Annual Capital Budget Expenditures for Parks Development projects (\$Million) *estimated	5.79	10.80	4.40	4.64	6.65	6.20*
Total Area of new Neighbourhood Parks developed (hectares) **projected	2.37	4.86	8.54	2.50	4.32	9.3**
<b>EFFECTIVENESS: How well do we do it?</b>						
Percentage of projects completed within Department Head limits of Capital Project Financial Administration and Reporting Policy - Section 8 *estimated	100%	100%	100%	100%	100%	100*
Average length of time to develop a typical Neighbourhood park from date contract award is approved by Council to date of Substantial Completion (Months) **projected	8.0	6.6	6.6	6.5	6.5	8.8**
<b>SERVICE QUALITY: Is anyone better off?</b>						
CTS response time to public inquiries (number of cases Green, Yellow, Red) *estimated	41 Green 0 Yellow 0 Red	44 Green 2 Yellow 0 Red	43 Green 0 Yellow 0 Red	145 Green 0 Yellow 0 Red	98 Green 1 Yellow 0 Red	70 Green* 0 Yellow* 0 Red*

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- The length of time required to construct a typical Neighbourhood Park from date of Council Approval is co-dependent upon the workload of Purchasing Services and factors like weather and site conditions.
- Continuous improvements to park development processes and procedures continue to be made in order to increase ability to deliver park projects in a timely manner.
- The volume of work compared to staff resources is an issue resulting in delays to project delivery and/or service provided to other departments and external agencies. Additional resources are proposed for 2015 and beyond to address this area of concern.
- CTS response times continue to be well within acceptable service standards

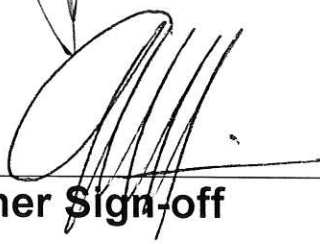
## 2015-2018 Business Plan



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Department Head Sign-off

07-25-2014  
Date (mm/dd/yy)



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Commissioner Sign-off

08-15-14  
Date (mm/dd/yy)

# Revenue and Expenditure Summary

## 2015-18 Operating Budget

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Parks Development</b>																
	<b>Revenue</b>															
		3522 Trsf. fm Res. & Res. Funds	492,401	613,766	702,879	(33,879)	0	669,000	(33,879)	(4.8)%	696,000	27,000	710,000	14,000	726,000	16,000
		<b>Total Revenue</b>	492,401	613,766	702,879	(33,879)	0	669,000	(33,879)	(4.8)%	696,000	27,000	710,000	14,000	726,000	16,000
	<b>Labour Costs</b>															
		7010 Full Time	724,035	863,634	882,750	121,045	0	1,003,795	121,045	13.7%	1,016,857	13,062	1,020,912	4,055	1,023,878	2,966
		7012 Overtime	1,275	5,299	7,491	590	0	8,081	590	7.9%	8,081	0	8,081	0	8,081	0
		7015 Part Time	17,145	31,812	31,262	139	0	31,401	139	0.4%	31,401	0	31,401	0	31,401	0
		7016 Full Time Contracts	25,519	59,050	110,122	(8,866)	0	101,256	(8,866)	(8.1)%	105,718	4,462	110,180	4,462	42,948	(67,232)
		7017 Benefits	196,063	235,263	238,955	40,491	0	279,446	40,491	16.9%	288,166	8,720	296,498	8,332	304,601	8,103
		7018 Benefits - Part Time	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7020 Benefits - FT Contract	2,501	11,411	10,957	16,686	0	27,643	16,686	152.3%	29,390	1,747	31,401	2,011	12,541	(18,860)
		<b>Total Labour Costs</b>	966,538	1,206,468	1,281,537	170,085	0	1,451,622	170,085	13.3%	1,479,613	27,991	1,498,473	18,860	1,423,450	(75,023)
	<b>Other Expenses</b>															
		7100 Mileage	239	552	930	0	0	930	0	0.0%	930	0	930	0	930	0
		7105 Membership/Dues/Fees	4,064	4,859	4,780	0	0	4,780	0	0.0%	4,780	0	4,780	0	4,780	0
		7110 Meals & Meal Allowances	54	74	250	0	0	250	0	0.0%	250	0	250	0	250	0
		7115 Training & Development	3,205	1,928	2,970	0	0	2,970	0	0.0%	2,970	0	2,970	0	2,970	0
		7120 Telephone Charges	1,005	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7122 Cellular Telephones	0	4,202	4,415	(4,415)	5,015	5,015	600	13.6%	5,015	0	5,015	0	5,015	0
		7125 Subscriptions/Publications	205	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7126 Newsletters & Mailings	24	3	100	0	0	100	0	0.0%	100	0	100	0	100	0
		7130 Seminars & Workshops	34	533	500	0	0	500	0	0.0%	500	0	500	0	500	0
		7200 Office Supplies	3,313	2,693	3,785	0	0	3,785	0	0.0%	3,785	0	3,785	0	3,785	0
		7203 Drafting Supplies	1,051	1,783	3,160	0	0	3,160	0	0.0%	3,160	0	3,160	0	3,160	0
		7205 Computer Supplies	2,748	1,552	2,480	0	0	2,480	0	0.0%	2,480	0	2,480	0	2,480	0
		7210 Office Equip. & Furniture	473	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7211 Computer Hardware/Software	3,744	9,558	7,500	0	0	7,500	0	0.0%	7,500	0	7,500	0	7,500	0
		7220 Copiers, Faxes and Supplies	5,561	7,328	6,200	0	0	6,200	0	0.0%	6,200	0	6,200	0	6,200	0
		7300 Protective Clothing/Uniforms	284	249	300	0	0	300	0	0.0%	300	0	300	0	300	0
		7520 Professional Fees	22,151	4,182	10,402	0	0	10,402	0	0.0%	10,402	0	10,402	0	10,402	0
		7560 Gas/Diesel - Vehicles	2,447	2,680	5,416	1,236	0	6,652	1,236	22.8%	6,652	0	6,652	0	6,652	0
		7699 Sundry Expenses	421	637	385	0	0	385	0	0.0%	385	0	385	0	385	0
		7770 Transfer to Capital Fund	0	(41,818)	0	(130,949)	0	(130,949)	(130,949)	0.0%	(137,158)	(6,209)	(143,631)	(6,473)	(57,539)	86,092
		<b>Total Other Expenses</b>	51,022	994	53,573	(134,128)	5,015	(75,540)	(129,113)	(241.0)%	(81,749)	(6,209)	(88,222)	(6,473)	(2,130)	86,092
<b>Total Parks Development</b>			525,159	593,696	632,231	69,836	5,015	707,082	74,851	11.8%	701,864	(5,218)	700,251	(1,613)	695,320	(4,931)

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

3522 - Trsf. fm Res. & Res. Funds	Reallocated to Transfer to Capital Fund offset by increase in relation to salary change
7010 - Full Time	Increase due to position transfer from Public Work, \$14K progression and 18K economic adjustment
7012 - Overtime	Increase in relation to salary change
7015 - Part Time	Increase due to economic adjustment
7016 - Full Time Contract	Decrease due to position filled with a lower salary step
7017 - Benefits	Increase in relation to salary change
7020 - Benefits - FT Contract	Increase due to previous year adjustment and as per Guidelines offset by position filled with a lower salary step
7122 Cellular Telephones	Increase due to budget transfer from Building and Facilities
7560 Gas/Diesel - Vehicles	Increase due to new vehicles
7770 Transfer to Capital Fund	Reallocated from Trsf. fm Res. & Res. Funds



# Revenue and Expenditure Summary

2015-18 Operating Budget

## ***2016 Budget Variance Comments***

3522 - Trsf. fm Res. & Res. Funds	Increase in relation to salary change
7010 - Full Time	Increase due to progression
7016 - Full Time Contract	Increase due to progression
7017 - Benefits	Increase in relation to salary change
7020 - Benefits - FT Contract	Increase in relation to salary change
7770 Transfer to Capital Fund	Increase due to progression

## ***2017 Budget Variance Comments***

3522 - Trsf. fm Res. & Res. Funds	Increase in relation to salary change
7010 - Full Time	Increase due to progression
7016 - Full Time Contract	Increase due to progression
7017 - Benefits	Increase in relation to salary change
7020 - Benefits - FT Contract	Increase in relation to salary change
7770 Transfer to Capital Fund	Increase due to progression

## ***2018 Budget Variance Comments***

3522 - Trsf. fm Res. & Res. Funds	Increase in relation to salary change
7010 - Full Time	Increase due to progression
7016 - Full Time Contract	Decrease due to expiration of contract
7017 - Benefits	Increase in relation to salary change
7020 - Benefits - FT Contract	Decrease in relation to salary change
7770 Transfer to Capital Fund	Decrease due to expiration of contract

## 2015 - 2016 ARR Listing

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2015	Maintain/Growth	206-15-01	Landscape Architect 4yr Contract	1.0	91,540	1,350	5,660	0	98,550
	Maintain/Growth Total			1.0	91,540	1,350	5,660	0	98,550
2015 Total				1.0	91,540	1,350	5,660	0	98,550
2017	Maintain/Growth	206-17-01	Sr Parks and Open Space Planner	1.0	125,277	1,200	0	0	126,477
	Maintain/Growth Total			1.0	125,277	1,200	0	0	126,477
2017 Total				1.0	125,277	1,200	0	0	126,477
Grand Total				2.0	216,817	2,550	5,660	0	225,027

## 2015 - 2018 Draft Capital Projects

Budget\$					Group					
Year	Project #	Title	Ward	Project Type	Development Charges	Gas Tax	Infrastructure Reserves	Other Sources	Capital from Taxation	Grand Total
2015	PK-6305-15	North Maple Regional Park Phase I Construction	W1	Growth	3,939,750				437,750	4,377,500
	PK-6357-15	Agostino Park - Expansion Design & Construction	W4	Growth	472,835				52,537	525,372
	PK-6365-15	UV1-D4 - Block 40 District Park Construction	W3	Growth	3,208,185				356,466	3,564,651
	PK-6455-15	UV2-N19 - Block 12 Neighbourhood Park Design and Construction	W4	Growth	1,387,993				154,221	1,542,214
	PK-6474-15	Keffer Marsh - Bridge Replacement	W4	Replacement		89,726				89,726
	PK-6496-15	CC17-P3 Block 17 Parkette-Design and Construction	W4	Growth	89,072				9,896	98,968
	PK-6497-15	KA-S5 Block 51- Public Square- Design and Construction	W2	Growth	260,236				28,915	289,151
	PK-6500-15	WP13 Block 52 Neighbour Park-Design and Construction	W2	Growth	214,551				23,839	238,399
	PK-6504-15	Hefhill Pk-Tennis Court Redevelopment	W5	Replacement			180,741	25,000		205,741
	PK-6521-15	MS1 Block 19 Neighbourhood Park Design and Construction	W4	Growth	361,924				40,214	402,138
	PK-6522-15	MS2 Block 19 Neighbourhood Park Design and Construction	W4	Growth	207,675				23,075	230,750
	PK-6523-15	Off Leash Dog Park-Community Consultation	City-Wide	Growth	23,175				2,575	25,750
2015 Total					10,165,396	89,726	180,741	25,000	1,129,488	11,590,351
2016	PK-6287-16	UV2-D1 - Block 18 District Park Development	W4	Growth	619,852				68,873	688,725
	PK-6302-16	Off Leash Free Dog Park	City-Wide	New Initiative					136,500	136,500
	PK-6344-13	York Hill Park - Tennis Court Reconstruction	W5	Replacement			362,848			362,848
	PK-6370-16	Uplands Golf & Ski Centre - Irrigation/Snow Making Water Systems	W5	Replacement			663,732			663,732
	PK-6373-16	Pedestrian & Bicycle Master Plan (Off Road System) - Construction	W2	New Initiative		460,000				460,000
	PK-6380-16	9v9 and 11v11 Soccer Field Upgrades	City-Wide	Replacement			136,514			136,514
	PK-6384-16	Uplands Golf and Ski Centre - Hiking Trail/Pathways Improvements	W5	Replacement		91,650				91,650
	PK-6389-16	Glen Shields Park - Tennis Court Reconstruction	W5	Replacement			284,872			284,872
	PK-6393-16	West Maple Creek Park - Playground Replacement & Safety Surfacing	W1	Replacement			204,102			204,102
	PK-6401-16	61W-N2 - Block 61 Neighbourhood Park Design and Construction	W1	Growth	468,847				52,094	520,941
	PK-6405-16	Don and Humber River System Trail Signage	W1,W2,W4,W5	New Initiative		108,905				108,905
	PK-6409-16	Glen Shields Park - Activity Centre Improvements	W5	Replacement			243,415			243,415
	PK-6421-16	Princeton Gate Park - Playground Replacement & Safety Surfacing	W1	Replacement			158,404			158,404
	PK-6438-16	Marco Park - Tennis Court Reconstruction	W3	Replacement			224,463			224,463
	PK-6461-16	Marco Park - Playground Replacement & Safety Surfacing	W3	Replacement			138,872			138,872
	PK-6464-16	Rosedale North Park - Basketball Court Reconstruction	W5	Replacement			73,321			73,321
	PK-6465-16	Dufferin District Park - Basketball Court Reconstruction	W5	Replacement			72,965			72,965
	PK-6466-16	Woodbridge Highlands Park - Basketball Court Reconstruction	W2	Replacement			74,244			74,244
	PK-6478-16	Maple Airport - Playground Surfacing and Accessible Swings	W1	Replacement			70,422			70,422
	PK-6489-16	Oak Bank Pond - Boardwalk Reconstruction	W5	Replacement			237,930			237,930
	PK-6498-16	WVEA59-D1 Block 59 District Park-Design and Construction	W2	Growth	4,670,416				518,935	5,189,351
	PK-6501-16	Vaughan Grove Pk-Tennis Court Reconstruction	W5	Replacement			349,700			349,700
	PK-6505-16	Ramsey Armitage Park-Playground Curb/Safety Surfacing	W1	Replacement			50,138			50,138
	PK-6513-16	Tudor Park-Ball Diamond Fencing	W4	Replacement			84,409			84,409
	PK-6514-16	Maple Reservoir Park-Parking Lot Improvements	W1	Replacement			63,590			63,590
	PK-6515-16	Uplands Golf and Ski Centre-Bridge Replacement	W5	Replacement			133,241			133,241
	PK-6517-16	McNaughton Park-Soccer Field Fencing Extension	W1	New Initiative					76,756	76,756
2016 Total					5,759,115	660,555	3,627,182		853,158	10,900,010
2017	PK-6112-17	LeParc Park - Tennis Court Reconstruction	W4	Replacement			321,000			321,000
	PK-6287-16	UV2-D1 - Block 18 District Park Development	W4	Growth	5,512,653				612,516	6,125,169
	PK-6323-17	Marita Payne Park - Basketball Court Reconstruction	W5	Replacement			72,965			72,965
	PK-6329-17	Civic Centre - Public Square Design	W1	New Initiative					262,700	262,700
	PK-6340-17	Frank Robson Park - Ball Diamond Irrigation System	W1	New Initiative					86,469	86,469
	PK-6345-17	Conley South Park - Tennis Court Reconstruction	W5	Replacement			280,531			280,531
	PK-6351-17	Jersey Creek Park - Playground Equipment (Swing)	W3	Replacement			36,460			36,460
	PK-6360-17	Vellore Village Community Centre - Soccer Field Redevelopment	W3	Replacement			389,340			389,340
	PK-6384-16	Uplands Golf and Ski Centre - Hiking Trail/Pathways Improvements	W5	Replacement		91,650				91,650
	PK-6404-17	Glen Shields Park - Pathway Lighting	W5	Replacement		269,675				269,675
	PK-6406-17	Pedestrian and Bicycle Master Plan (off road system) Design and Construction	City-Wide	Growth		593,400				593,400
	PK-6408-17	Concord Thornhill Regional Park - Playground Rubber Surfacing Replacement	W5	Replacement			151,438			151,438
	PK-6418-17	Vaughan Mills Park - Playground Replacement & Safety Surfacing	W2	Replacement			201,602			201,602
	PK-6419-17	Almont Park - Playground Replacement & Safety Surfacing	W2	Replacement			118,984			118,984
	PK-6420-17	Fossil Hill Park - Playground Replacement & Safety Surfacing	W3	Replacement			122,643			122,643
	PK-6430-17	VMC30-7 -Block 30 VMC Park Design and Construction	W4	Growth	1,050,469				116,719	1,167,188
	PK-6433-17	Active Together Master Plan 5 year update	City-Wide	Growth	124,729				13,859	138,588
	PK-6437-17	Giovanni Caboto Park - Tennis Court Reconstruction	W3	Replacement			224,463			224,463
	PK-6441-17	York Hill District Park - Hardscape and Walkway Replacement	W5	Replacement		406,002				406,002



## 2015 - 2018 Draft Capital Projects

Year	Project #	Title	Ward	Project Type	Development Charges	Gas Tax	Infrastructure Reserves	Other Sources	Capital from Taxation	Grand Total
2017	PK-6443-17	Maple Community Centre - Ball Diamond Irrigation	W1	Replacement			97,881			97,881
	PK-6459-17	Maple Lions Park - Playground Replacement & Safety Surfacing	W1	Replacement			129,286			129,286
	PK-6460-17	Robert Watson Park - Playground Replacement & Safety Surfacing	W3	Replacement			129,840			129,840
	PK-6462-17	Vellore Heritage Square - Playground Replacement & Safety Surfacing	W3	Replacement			100,837			100,837
	PK-6467-17	Comdel Park - Basketball Court Reconstruction	W3	Replacement			85,770			85,770
	PK-6468-17	Joseph Aaron Park - Basketball Court Reconstruction	W5	Replacement			95,601			95,601
	PK-6472-17	Rosedale Park North - Tennis Court Reconstruction	W5	Replacement			245,292			245,292
	PK-6477-17	Wade Gate Park - Tennis Court Reconstruction	W5	Replacement			192,037			192,037
	PK-6524-17	WVEA Block 59 Sports Field-Design and Construction	W2	Growth	2,467,674				274,186	2,741,860
2017 Total					9,155,525	1,360,727	2,995,971		1,366,449	14,878,672
2018	PK-6108-18	Riverside Park - Tennis Court Design & Construction	W5	New Initiative					159,908	159,908
	PK-6275-18	Rimwood Park - Fencing	W1	New Initiative					46,453	46,453
	PK-6279-18	Reeves Park - Basketball Court Reconstruction	W1	Replacement			76,258			76,258
	PK-6296-18	Bathurst Estate Park - Tennis Lighting	W5	New Initiative					107,197	107,197
	PK-6308-18	UV1-N25 - Block 40 Neighbourhood Park Design & Construction	W3	Growth	1,080,925				120,103	1,201,028
	PK-6310-18	UV1-N29 - Block 47 Neighbourhood Park Design & Construction	W1	Growth	1,166,378				129,597	1,295,975
	PK-6321-18	Alexandra Elisa Park - Basketball Court Reconstruction	W2	Replacement			84,194			84,194
	PK-6347-18	LP-N6 Block 12 Linear Park- Design and Construction	W4	Growth	138,967				15,440	154,407
	PK-6349-18	Vaughan Grove Sports Park - OSA Sports Lighting	W2	New Initiative					473,208	473,208
	PK-6369-18	Rosemount Community Centre/City Playhouse - Ball Diamond Fence	W5	New Initiative					32,064	32,064
	PK-6384-16	Uplands Golf and Ski Centre - Hiking Trail/Pathways Improvements	W5	Replacement		91,650				91,650
	PK-6414-18	UV1-S1 - Block 40 Urban Square Design and Construction	W3	Growth	513,868				57,096	570,964
	PK-6416-18	Memorial Hill - Cultural Landscape Revitalization Study	W2	New Initiative					73,439	73,439
	PK-6422-18	Pedestrian and Bicycle Master Plan (off road system) Design and Construction	City-Wide	New Initiative		368,000				368,000
	PK-6440-18	York Hill District Park - Basketball Court Reconstruction	W5	Replacement			10,512			10,512
	PK-6442-18	Concord Thornhill Regional Park -Washroom and Change Room	W5	New Initiative					730,000	730,000
	PK-6456-18	61W-N4 - Block 61 Neighbourhood Park Design and Construction	W1	Growth	830,349				92,261	922,610
	PK-6470-18	Winding Lane Park - Basketball Court Reconstruction	W5	Replacement			42,370			42,370
	PK-6471-18	Worth Park - Basketball Court Reconstruction	W5	Replacement			54,877			54,877
	PK-6476-18	Matthew Park - Shade Structure	W3	New Initiative					134,487	134,487
	PK-6499-18	CC11-N1(Carrville District Centre) Neighbourhood Park Design	W4	Growth	1,076,240				119,582	1,195,822
	PK-6502-18	Promenade Green Park-Tennis Court Redevelopment	W5	Replacement			378,275			378,275
2018 Total					4,806,727	459,650	646,486		2,290,835	8,203,698
2019+	PK-6093-19	Concord Thornhill Regional Park - Skate Park/Basketball Courts	W5	New Initiative					679,545	679,545
	PK-6309-19	UV1-N28 - Block 40 Neighbourhood Park Design and Construction	W3	Growth	563,318				62,591	625,909
	PK-6314-19	Vaughan Crest Park - Shade Structure	W5	New Initiative					173,529	173,529
	PK-6324-19	Veterans Park - Bocce Court Construction	W2	New Initiative					89,430	89,430
	PK-6327-19	Belair Way Park - Bocce Court Redevelopment	W3	Replacement			133,128			133,128
	PK-6348-19	LP-N9 Block 12 Linear Park	W4	Growth	160,450				17,828	178,278
	PK-6355-19	Vaughan Mills Park - Shade Structure	W2	New Initiative					53,393	53,393
	PK-6371-19	North Thornhill Community District Park - Shade Structure	W4	New Initiative					209,094	209,094
	PK-6398-19	VMC30-6 - Block 30 Urban Square Design and Construction	W4	Growth	500,942				55,660	556,602
	PK-6402-19	61W-S7 - Block 61 Urban Square Design and Construction	W1	Growth	267,800				29,756	297,556
	PK-6412-19	911 Park Signage Program	City-Wide	Legal/Regulatory			98,717		98,717	197,434
	PK-6417-19	Maple Nature Reserve - Master Plan Update	W4	New Initiative					73,439	73,439
	PK-6423-19	Glen Shields Park - Shade Structure	W5	New Initiative					79,954	79,954
	PK-6424-19	61W-N3 - Block 61 Neighbourhood Park Design and Construction	W1	Growth	575,127				63,903	639,030
	PK-6425-19	61W-G8 - Block 61 Greenway Park Design and Construction	W1	Growth	671,639				74,626	746,265
	PK-6426-19	CC11-P2 - Block 11 Carville Centre Parkette Design and Construction	W4	Growth	167,762				18,640	186,402
	PK-6428-19	VMC29-1 - Block 29 Neighbourhood Park Design and Construction	W4	Growth	547,774				60,864	608,638
	PK-6429-19	VMC29-10 - Block 29 Urban Square Design and Construction	W4	Growth	326,487				36,276	362,763
	PK-6432-19	61E-P4 - Block 61 Parkette Design and Construction	W1	Growth	136,760				15,196	151,956
	PK-6444-19	Park Furnishings Improvements	City-Wide	New Initiative					207,000	207,000
	PK-6445-19	KA-P4 Kipling Avenue Area Parkette	W2	Growth	118,480				13,164	131,644
	PK-6446-19	KA-N1- Kipling Avenue area Neighbourhood Park Design and Construction	W2	Growth	609,850				67,761	677,611
	PK-6447-19	KA-P2 Kipling Avenue Area Parkette	W2	Growth	152,236				16,915	169,151
	PK-6448-19	KA-P3 Kipling Avenue Area Parkette	W2	Growth	183,362				20,374	203,736
	PK-6449-19	VMC29-13 - Block 29 Park Design and Construction	W4	Growth	1,665,752				185,084	1,850,836
	PK-6450-19	YS1-N2 - Block 1 Neighbourhood Park Design and Construction	W5	Growth	766,577				85,175	851,752
	PK-6451-19	YS1-P1 Block 1 Parkette Design and Construction	W5	Growth	161,552				17,950	179,502
	PK-6457-19	UV1-N30 - Block 47 Neighbourhood Park Design and Construction	W1	Growth	430,480				47,831	478,311
	PK-6503-19	Napa Valley Park-Tennis Court Redevelopment	W2	Replacement			202,915			202,915

2015 - 2018 Draft Capital Projects

Year	Project #	Title	Ward	Project Type	Development Charges	Gas Tax	Infrastructure Reserves	Other Sources	Capital from Taxation	Grand Total
2019+	PK-6507-19	Velmar Downs Park-Playground Replacement & Safety Surfacing	W3	Replacement			212,175			212,175
	PK-6508-19	Winding Lane Park-Playground Replacement & Safety Surfacing	W5	Replacement			176,890			176,890
	PK-6509-19	Kipling Parkette-Playground Replacement & Safety Surfacing	W2	Replacement			160,860			160,860
	PK-6510-19	Wade Gate Park-Basketball Court Reconstruction	W5	Replacement			51,614			51,614
	PK-6511-19	Newport Square Park-Basketball Court Reconstruction	W5	Replacement			49,510			49,510
	PK-6512-19	McClure Meadows Park-Basketball Court Reconstruction	W2	Replacement			52,555			52,555
2019+ Total					8,006,348		1,138,364		2,553,695	11,698,407
Grand Total					37,893,111	2,570,658	8,588,744	25,000	8,193,625	57,271,138



CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*Commissioner of Strategic  
and Corporate Services*



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Comm. of Strategic & Corporate Serv.																
	Labour Costs															
		7010 Full Time	259,803	281,887	281,716	10,753	0	292,469	10,753	3.8%	295,176	2,707	295,176	0	295,176	0
		7016 Full Time Contracts	9,960	4,789	5,700	0	0	5,700	0	0.0%	5,700	0	5,700	0	5,700	0
		7017 Benefits	69,627	75,547	75,499	4,345	0	79,844	4,345	5.8%	82,059	2,215	84,126	2,067	86,191	2,065
		7020 Benefits - FT Contract	976	606	519	(519)	0	0	(519)	(100.0)%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>340,366</b>	<b>362,829</b>	<b>363,434</b>	<b>14,579</b>	<b>0</b>	<b>378,013</b>	<b>14,579</b>	<b>4.0%</b>	<b>382,935</b>	<b>4,922</b>	<b>385,002</b>	<b>2,067</b>	<b>387,067</b>	<b>2,065</b>
	Other Expenses															
		7100 Mileage	0	25	100	0	0	100	0	0.0%	100	0	100	0	100	0
		7103 407-ETR Toll Charges	0	56	230	0	0	230	0	0.0%	230	0	230	0	230	0
		7105 Membership/Dues/Fees	330	311	1,250	0	0	1,250	0	0.0%	1,250	0	1,250	0	1,250	0
		7110 Meals & Meal Allowances	508	1,270	730	0	500	1,230	500	68.5%	1,230	0	1,230	0	1,230	0
		7115 Training & Development	253	225	900	0	0	900	0	0.0%	900	0	900	0	900	0
		7120 Telephone Charges	0	150	600	0	(500)	100	(500)	(83.3)%	100	0	100	0	100	0
		7122 Cellular Telephones	1,687	1,922	3,000	0	(1,000)	2,000	(1,000)	(33.3)%	2,000	0	2,000	0	2,000	0
		7125 Subscriptions/Publications	259	249	500	0	0	500	0	0.0%	500	0	500	0	500	0
		7130 Seminars & Workshops	483	875	3,500	0	0	3,500	0	0.0%	3,500	0	3,500	0	3,500	0
		7200 Office Supplies	688	443	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0	1,000	0
		7205 Computer Supplies	630	525	300	0	500	800	500	166.7%	800	0	800	0	800	0
		7211 Computer Hardware/Software	0	0	670	0	0	670	0	0.0%	670	0	670	0	670	0
		7220 Copiers, Faxes and Supplies	875	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7315 Vehicle Maintenance & Repairs	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7415 Rental, Leases - Vehicles	7,369	7,776	9,000	0	0	9,000	0	0.0%	9,000	0	9,000	0	9,000	0
		7520 Professional Fees	0	16,519	18,500	0	500	19,000	500	2.7%	19,000	0	19,000	0	19,000	0
		7560 Gas/Diesel - Vehicles	3,207	4,018	3,900	0	0	3,900	0	0.0%	3,900	0	3,900	0	3,900	0
		7630 Wireless/Internet Commun.	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7699 Sundry Expenses	0	61	300	0	0	300	0	0.0%	300	0	300	0	300	0
		<b>Total Other Expenses</b>	<b>16,289</b>	<b>34,425</b>	<b>44,480</b>	<b>0</b>	<b>0</b>	<b>44,480</b>	<b>0</b>	<b>0.0%</b>	<b>44,480</b>	<b>0</b>	<b>44,480</b>	<b>0</b>	<b>44,480</b>	<b>0</b>
<b>Total Comm. of Strategic &amp; Corporate Serv.</b>			<b>356,655</b>	<b>397,255</b>	<b>407,914</b>	<b>14,579</b>	<b>0</b>	<b>422,493</b>	<b>14,579</b>	<b>3.6%</b>	<b>427,415</b>	<b>4,922</b>	<b>429,482</b>	<b>2,067</b>	<b>431,547</b>	<b>2,065</b>

\* Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

7010 - Full Time	Increase due to progressions & economic adjustment
7017 - Benefits	Increase as per guidelines
7020 - Benefits - FT Contract	Decrease due to reallocation to Benefits line
7110 - Meals & Meal Allowanc.	Increase due to reallocation from Telephone charges
7120 - Telephone Charges	Decrease due to reallocation to Meals & Meal Allowances
7122 - Cellular Telephones	Decrease due to reallocation to Computer Supplies & Professional fees
7205 - Computer Supplies	Increase due to reallocation from Cellular Telephones
7520 - Professional Fees	Increase due to reallocation from Cellular Telephones

### 2016 Budget Variance Comments

7010 - Full Time	Increase due to progressions
7017 - Benefits	Increase as per guidelines

### 2017 Budget Variance Comments

7017 - Benefits	Increase as per guidelines
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### 2018 Budget Variance Comments

7017 - Benefits	Increase as per guidelines
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**CITY OF VAUGHAN**

**DRAFT 2015 BUDGET  
AND 2016-2018 PLAN**

***Strategic Planning***

## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

The Strategic Planning department is responsible for the management and implementation of the Vaughan Vision 2020 Strategic Plan, including managing the corporate planning process and key strategic priority initiatives. The Strategic Planning Department manages the strategic and operational performance measurement process, project management and business planning, and facilitates inclusive and innovative engagement of Council, Staff, Stakeholders and the Residents in the strategic initiatives and planning process.

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

The Strategic Planning department is responsible for the management and implementation of the Vaughan Vision 2020 Strategic Plan in coordination with Council and the Senior Management Team (SMT).

This includes:

- Managing the Corporate Planning Process related to the Key Strategic Priority Initiatives
- Development and Management of the Strategic and operational performance measurement process
- Business planning implementation
- Renewing and updating the Vaughan Vision 2020 Strategic plan and related Council, Staff, Stakeholder and Community engagement.

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

1. Facilitate with Council, senior management and staff in the implementation and management of
  - a. Vaughan Vision 2020 strategic plan,
  - b. Corporate Performance Measurement, and
  - c. Corporate Planning Process

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

1. Ensure a High Performing Organization
  - Work with Council, Senior Management and staff in all departments to ensure alignment between the Vaughan Vision 2020 and department operations
  - Facilitate the development and on-going management of a Corporate Planning Process and Corporate Performance Measurement framework which will ensure the Corporate sets clear strategic goals and mechanisms to measure success
2. Demonstrate Excellence in Service Delivery
  - Work with all departments to ensure alignment between the VV 2020 strategic plan and operational service delivery
  - Add value to departmental operations by providing them with key, up to date, information for business planning, corporate planning and performance measurement purpose
  - Facilitating strategic planning sessions with interested departments and the provision of assistance in work plan development and supporting the development of strategic action plans.

## 2015-2018 Business Plan

### **Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

		Additional Resource Requests			
	2014 Base	2015	2016	2017	2018
Full Time	2	1			
Part Time					
Overtime					

## Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Resources
  - Hiring of a Strategic Business Analyst in 2014 has improved the organization's ability to engage in department business planning, long-range strategic planning and performance measurement
  - ARR for an additional business analyst in 2015 proposed to support priority strategic initiative: Further evolving performance indicators and the upcoming renewal and planning for updated VV2020
- Corporate Planning
  - Shift of departmental business plans to earlier in the year will position the corporation to do more effective planning and better inform the budget process
  - Prepare to launch the VV2020 update through a community-based approach that includes innovative engagement opportunities
- Corporate Initiatives
  - Coordination of the corporate performance measurement dashboard. Which will position the corporation to measure strategic and operational success and establish a system of use
  - The 14 strategic priorities identified in Spring 2014 are well underway and will be completed as scheduled. Regular progress updates on the priorities enhances the confidence of both council and staff that everyone is on the same page, ensuring clear roles with a defined focus and a process to monitor progress.
  - As we approach this critical time in the lifespan of VV2020, we want to suggest a review process that allows for engagement of Council, staff and citizens – ensuring all an opportunity to provide feedback on key priorities to achieve our vision in response to current opportunities and challenges. This task will be guided by the development and implementation of a dynamic stakeholder engagement model to ensure citizen-focused communication activities for City initiatives.
- Performance Measurement
  - Continue to review and update operational performance measures for all departments that include outputs, outcomes and efficiencies metrics
  - Finalization of the corporate strategic performance measures for VV2020 and launch the public dashboard – on-line to present the strategic measures

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Resources
  - Western Management Consultants report identified that the Strategic Planning department provides a needed service but is under-resourced



## 2015-2018 Business Plan

- A second Strategic Business Analyst ARR was approved in 2013 but deferred and will be submitted in the 2015 budget process to assist in the Corporate Performance Measurement project and VV2020 update.
- Business Planning
  - Continued opportunities to enhance the department business planning framework through facilitated planning meetings, and performance measurement will ensure a consistent and complete business planning cycle across the corporation.
  - Continued development and refinement of Key Performance Indicators and management of the Corporate Performance Measurement dashboard in conjunction with all departments will be a priority in 2014/15. A process will be followed to ensure a consistent system of use for the newly implemented dashboard systems.
- Vaughan Vision 2020
  - Opportunity to build off of the synergies between Strategic Planning and Environmental Sustainability in revising the Vaughan Vision 2020 and Green Directions strategy in plan revision in 2015
  - Facilitating the development and implementation of a citizen survey to gather information from citizens on Quality of Life and Services, Citizen Satisfaction, Financial Planning and Communications. It is proposed that this survey occur in Q4 2014 with follow up presented to Council and SMT in Q1 2015. The information collected during this survey will provide background information to assist with updating VV2020.
- Key Strategic Priority Initiatives
  - The 14 Key Strategic Priority Initiatives identified, approved and re-validated in 2013 are at various stages of implementation and completion. Many of the initiatives have moved beyond planning to execution. As such, some of the initiatives have been slightly modified in title only to accurately reflect the progress that has occurred and will continue over the balance of 2014. They have been categorized (on track, caution, or behind schedule) based on the progress of the initiative with respect to meeting the identified milestones and moving the project forward.
  - As we approach this critical time in the lifespan of VV2020, we want to suggest a review process that allows for engagement of Council, staff and citizens – ensuring all an opportunity to provide feedback on key priorities to achieve our vision in response to current opportunities and challenges. This task will be guided by the development and implementation of a dynamic stakeholder engagement model to ensure citizen-focused communication activities for City initiatives.
  - We will work with council and stakeholders to review the existing initiatives and identify new strategic initiatives and directions – based on a renewed sense of direction and priorities.
  - With the planned strategic plan update next year, the process will include gathering input through a comprehensive engagement strategy that encompasses all key stages of a strategic consultation process.

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- ARR for a second Strategic Business Analyst was recognized in 2013 however still outstanding and recognized in 2015 budget
- Future costs associated with revising the Vaughan Vision 2020, conducting community surveys and deploying other data collection tools have been recognized in an ARR for 2015 budget

## Work Plan

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

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Manage the Vaughan Vision 2020 strategic planning process	Present Community Survey Results (From 2014 Q4) findings to Council and SMT	Q1	
	Preparation of a workplan for revision of Vaughan Vision 2020 strategic plan in 2015. Investigate synergies between strategic planning and environmental sustainability in preparation of the RFP for consulting support.  Implement the workplan associated with VV2020 Update.	Q1	Business Analyst ARR submission  VV2020 Update ARR
Optimize the City's ability to measure Corporate and operational performance	Implementation of performance measurement dashboard system including collaboration with all City departments in software training and establishment of reporting processes. Including the facilitation of on-gong department meetings.	Q1	
	Launch "How do we Measure up" Website. Collect and review feedback on the launched "How do we Measure up" Website	Q1	
	On-going Management of performance measurement dashboard system in collaboration with City departments ensuring a continued system of use.	Q2	
Effectively facilitate the management of the Corporate Planning process	Continue redesign of Corporate Planning Process including having business plan meetings earlier in the year and implementing regular departmental review meetings	Q2	
	Integrate outcome based logic models into the Business Planning Cycle.	Q1	
	Carry out community engagement events for gathering input on Key Strategic Priority Initiatives	Q2	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Review and provide updates on Key Priority Strategic Initiatives	Q2	
Continually improve the range and quality of service provided	Collaborate with Corporate Communications to develop an Engagement Model that will be used for corporate wide public and stakeholder engagement	Q1	
	Implement Corporate Projects including working with departments requesting strategic planning assistance (By Law and Compliance, Public Works Commission)	Q1	
<b>2016 Initiatives</b>			
Manage the Vaughan Vision 2020 strategic planning process	Ongoing implementation of various components to revise Vaughan Vision 2020	Q4	
	Conduct a community survey in collaboration with Corporate Communications to collect feedback on Vaughan Vision new direction and Key Strategic Priority Initiatives	Q1	ARR required for Community Survey bi-annually  ARR proposed for Innovative On-line Engagement
Optimize the City's ability to measure Corporate and operational performance	Management of performance measurement dashboard system in collaboration with City departments and ongoing Department meetings to review performance measures and use of the dashboard	Q1	
Effectively facilitate the management of the Corporate Planning process	Facilitate departmental meeting to develop business plans and update performance measurement data	Q1	
	Review and provide updates on Key Priority Strategic Initiatives	Q2	
	Provide assistance in drafting and finalizing business plans	Q2	
Continually improve the range and quality of service provided	Implement Corporate Projects including working with departments requesting strategic planning	Q2	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	assistance		
<b>2017 Initiatives</b>			
Manage the Vaughan Vision 2020 strategic planning process	Continue with the implementation of the Revised Strategic Plan	Q1	
Optimize the City's ability to measure Corporate and operational performance	Management of performance measurement dashboard system in collaboration with City departments	Q1	
Effectively facilitate the management of the Corporate Planning process	Conduct departmental meetings for review and update of Business Plans	Q2	
Continually improve the range and quality of service provided	Implement Corporate Projects including working with departments requesting strategic planning assistance	Q2	
<b>2018 Initiatives</b>			
Manage the Vaughan Vision 2020 strategic planning process	Conduct a community survey in collaboration with Corporate Communications to collect feedback on Vaughan Vision new direction and Key Strategic Priority Initiatives	Q1	
Optimize the City's ability to measure Corporate and operational performance	Management of performance measurement dashboard system in collaboration with City departments	Q1	
Effectively facilitate the management of the Corporate Planning process	Conduct departmental meetings for review and update of Business Plans	Q2	
Continually improve the range and quality of service provided	Implement Corporate Projects including working with departments requesting strategic planning assistance	Q2	

## Business Performance

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

## 2015-2018 Business Plan

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

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

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

Performance Measures	2009	2010	2011	2012	2013	2014
<b>EFFICIENCY: What/How much do we do?</b>						
# of Departmental Business Planning Meetings Held Annually						
# of Residents engaged in Strategic planning Processes						
<b>EFFECTIVENESS: How well do we do it?</b>						
Number of How Do we Measure Up Website Views						
% of Business Plans Completed on Time					95% (Estimate)	
<b>SERVICE QUALITY: Is anyone better off?</b>						
Community Engagement opportunities in the VV2020 process						
Staff Satisfaction with the Value and Leadership Provided by Strategic Planning Departmental Staff					TBD	

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- New indicators for the Strategic Planning Department will be developed through the Corporate performance measurement strategic initiative.



# Strategic Planning

## 2015-2018 Business Plan

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**Department Head Sign-off**

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

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**Commissioner Sign-off**

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



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Strategic Planning</b>																
	<b>Labour Costs</b>															
		7010 Full Time	82,429	200,962	207,452	2,819	0	210,271	2,819	1.4%	219,364	9,093	227,173	7,809	227,173	0
		7015 Part Time	4,485	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	22,530	53,860	55,597	1,807	0	57,404	1,807	3.3%	60,983	3,579	64,744	3,761	66,335	1,591
		<b>Total Labour Costs</b>	<b>109,443</b>	<b>254,821</b>	<b>263,049</b>	<b>4,626</b>	<b>0</b>	<b>267,675</b>	<b>4,626</b>	<b>1.8%</b>	<b>280,347</b>	<b>12,672</b>	<b>291,917</b>	<b>11,570</b>	<b>293,508</b>	<b>1,591</b>
	<b>Other Expenses</b>															
		7100 Mileage	51	75	300	0	0	300	0	0.0%	300	0	300	0	300	0
		7105 Membership/Dues/Fees	0	1,117	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0	1,000	0
		7110 Meals & Meal Allowances	42	122	500	0	0	500	0	0.0%	500	0	500	0	500	0
		7115 Training & Development	0	911	3,650	0	0	3,650	0	0.0%	3,650	0	3,650	0	3,650	0
		7117 Corporate Mgmt Mtgs	2,456	9,003	10,000	0	0	10,000	0	0.0%	10,000	0	10,000	0	10,000	0
		7120 Telephone Charges	0	9	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7122 Cellular Telephones	1,448	864	1,665	0	0	1,665	0	0.0%	1,665	0	1,665	0	1,665	0
		7125 Subscriptions/Publications	471	189	750	0	0	750	0	0.0%	750	0	750	0	750	0
		7130 Seminars & Workshops	0	1,014	1,500	0	0	1,500	0	0.0%	1,500	0	1,500	0	1,500	0
		7200 Office Supplies	645	689	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0	1,000	0
		7205 Computer Supplies	1,026	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7210 Office Equip. & Furniture	0	57	225	0	0	225	0	0.0%	225	0	225	0	225	0
		7211 Computer Hardware/Software	1,665	9,092	11,850	0	0	11,850	0	0.0%	11,850	0	11,850	0	11,850	0
		7220 Copiers, Faxes and Supplies	1,079	253	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0	1,000	0
		7222 Printing	2,694	250	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0	1,000	0
		7520 Professional Fees	36,184	4,741	18,970	0	0	18,970	0	0.0%	18,970	0	18,970	0	18,970	0
		7699 Sundry Expenses	527	61	250	0	0	250	0	0.0%	250	0	250	0	250	0
		7790 Trsf. to Expend Res	56,116	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>104,402</b>	<b>28,447</b>	<b>53,660</b>	<b>0</b>	<b>0</b>	<b>53,660</b>	<b>0</b>	<b>0.0%</b>	<b>53,660</b>	<b>0</b>	<b>53,660</b>	<b>0</b>	<b>53,660</b>	<b>0</b>
<b>Total Strategic Planning</b>			<b>213,846</b>	<b>283,268</b>	<b>316,709</b>	<b>4,626</b>	<b>0</b>	<b>321,335</b>	<b>4,626</b>	<b>1.5%</b>	<b>334,007</b>	<b>12,672</b>	<b>345,577</b>	<b>11,570</b>	<b>347,168</b>	<b>1,591</b>

\* Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

7010 - Full Time      Increase due to progressions & economic adjustment  
7017 - Benefits      Increase as per guidelines

### 2016 Budget Variance Comments

7010 - Full Time      Increase due to progressions  
7017 - Benefits      Increase as per guidelines

### 2017 Budget Variance Comments

7010 - Full Time      Increase due to progressions  
7017 - Benefits      Increase as per guidelines

### 2018 Budget Variance Comments

7017 - Benefits      Increase as per guidelines



## 2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values						
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact	
2015	Maintain/Growth	024-14-01	Strategic Planning Business Analysts	1.0	98,587	3,500	1,000	0	103,087	
	<b>Maintain/Growth Total</b>			<b>1.0</b>	<b>98,587</b>	<b>3,500</b>	<b>1,000</b>	<b>0</b>	<b>103,087</b>	
	New/Enhanced Services	024-15-03	On-Line Citizen Public Engagement Survey	0.0	0	35,000	40,000	0	75,000	
	<b>New/Enhanced Services Total</b>			<b>0.0</b>	<b>0</b>	<b>35,000</b>	<b>40,000</b>	<b>0</b>	<b>75,000</b>	
<b>2015 Total</b>				<b>1.0</b>	<b>98,587</b>	<b>38,500</b>	<b>41,000</b>	<b>0</b>	<b>178,087</b>	
<b>Grand Total</b>				<b>1.0</b>	<b>98,587</b>	<b>38,500</b>	<b>41,000</b>	<b>0</b>	<b>178,087</b>	



CITY OF VAUGHAN

# DRAFT 2015 BUDGET AND 2016-2018 PLAN

*Environmental Sustainability*

## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Environmental Sustainability is responsible for championing the implementation of *Green Directions Vaughan*, the Community Sustainability and Environmental Master Plan, inclusive of its goals, objectives, ethics and principles.

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

Environmental Sustainability works in partnership with internal and external stakeholders to achieve a healthy natural environment, vibrant communities and a strong economy. This is achieved through support for residents and businesses resulting in increased awareness and local action on key environmental issues such as climate change. Further, Environmental Sustainability supports research, policy and program development activities that address environmental priorities and implements coordinated activities across the City's departments.

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

1. Enable the City to become a leader in environmental sustainability
2. Promote a culture of environmental sustainability

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

1. Lead & Promote Environmental Sustainability
  - The Department is responsible for championing *Green Directions Vaughan*, the Community Sustainability and Environmental Master Plan.
2. Demonstrate Excellence in Service Delivery
  - The Department regularly engages City staff and the public to support environmental sustainability services and initiatives. Staff provide support for residents and businesses to increase awareness of environmental issues and support local action.

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2013	2014 Base	2015	2016	2017	2018
Full Time	2	2	1			
Part Time						
Overtime						

## 2015-2018 Business Plan

### Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Green Directions Vaughan
  - Most (98%) of the eighty five actions in Green Directions Vaughan have been initiated.
  - Thirty-two of 48 action items which have established time frames are fully completed.
- Information Requests
  - In 2013, the number of requests per FTE for information/support received and addressed within the Environmental Sustainability Office was 65.4.
- Corporate Initiatives
  - Challenges to further progress include competing priorities and catalyzing behavioral change.
  - Departments leading an action under Green Directions Vaughan may experience slow progress if it is not strategically aligned with their core business. Additional time may be required if the action involves initiating a significant process change which would alter current norms or behaviors.
  - Leveraged creative communication vehicles (social media, newspaper articles, partner platforms) to better engage target audiences.
  - Engagement of external stakeholders has improved as a result of a cultivating targeted strategic partnerships.

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Strategic Direction
  - Continuing to emphasize the value of services provided
  - Maintaining momentum for existing environmental sustainability programs, initiatives and campaigns
  - Ensuring that environmental sustainability remains a priority with key decision makers
  - Keeping *Green Directions Vaughan* current in a changing political and economic environment
  - Successful implementation of actions under *Green Directions Vaughan* will help foster a corporate culture that embraces environmental sustainability
- Internal and External Partnerships
  - Assisting departments in addressing competing priorities, financial resource limitations and time constraints as the implementation of *Green Directions Vaughan* continues
  - Generating enthusiasm and awareness of external stakeholders such as business and citizens on actions they can take to contribute to a more sustainable Vaughan
  - Catalyze actions on environmental sustainability issues that will enable traction of this topic with key stakeholders
  - Achieving measureable results in environmental sustainability will enable Vaughan to be recognized as a leader and raise the bar for other community leaders to follow
- Resources
  - Obtaining sufficient financial and organizational support from external partners to be able to execute key initiatives
  - Securing financial support to execute activities related to climate change adaptation in a time of fiscal restraint
  - Building a strong foundation to push for continued progress as *Green Directions Vaughan* is renewed in subsequent years
  - Outward facing programs, such as community gardens, may demand more staff should interest in these initiatives increase in the future.

## 2015-2018 Business Plan

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Future potential regulatory pressure to report on emerging environmental trends could require re-directing resources to support compulsory reporting. Should this occur, a re-prioritization of projects and financial resources may be required to achieve compulsory reporting.
- The Ontario Power Authority's Embedded Energy Manager incentive program, administered through PowerStream, provides up to 80 % of funding support to dedicate a resource towards energy management activities.

## Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Pursue alternative approaches to environmental/energy improvements	Investigate the potential to direct a portion of energy savings back into energy related initiatives.	Q3	No additional resources
Evaluate and measure progress towards environmental sustainability	Benchmark the implementation of the community sustainability and environmental management plan with respect to other cities of similar size and complexity.	Q3	No additional resources
Enhance energy conservation efforts	Assist with the implementation of the Energy Conservation Demand Management Plan	Q4	Contract conversion offset by OPA funding incentive
Continue to develop and promote climate change adaptation	Continue to address vulnerability to climate change and actions to adapt to climate change impacts.	Q4	No additional resources
<b>2016 Initiatives</b>			
Integrate sustainability into the core culture of the City	Develop and implement an approach to ensure environmental sustainability project plans are completed at a Commission level during the annual business planning and budget approval process	Q4	No additional resources
Evaluate and measure progress towards environmental sustainability	Seek approval for a renewed Community Sustainability and Environmental Master Plan and communicate to internal/external stakeholders.	Q3	Capital project funding request for \$ 40K

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Pursue alternative approaches to environmental/energy improvements	Establish the framework for a community project fund that would support opportunities identified by the Community Climate Action Plan	Q3	\$60k over a three year period
Share sustainable best practices	Develop an interactive approach to communicate the highlights of five years of implementing Green Directions Vaughan	Q3	No additional resources required.
<b>2017 Initiatives</b>			
Share sustainable best practices with the community	Partner with leading, local business champions to host a regional forum on the business case for climate change mitigation.	Q2	No additional resources
Evaluate and measure progress towards environmental sustainability	Complete a Statement of the Environment Report to report to the community on changes in Sustainability/Environmental Indicators	Q3	No additional resources
Pursue alternative approaches to environmental/energy improvements	Provide support to ensure environmental/energy initiatives (i.e community gardens, EV infrastructure) are considered during the development of VMC area	Q3	No additional resources
Integrate sustainability into the core culture of the City	Explore the synergies between Green Directions and Greening Vaughan as well as any Region of York environmental promotion activities in order to potentially better align messaging, resources and other activities.	Q3	No additional resources
<b>2018 Initiatives</b>			
Pursue alternative approaches to environmental/energy improvements	Research the cost and benefits of existing renewable energy projects and determine what can be implemented to achieve further advancement in this area.	Q3	No additional resources
Evaluate and measure progress towards environmental sustainability	Take stock of actions implemented in the Conservation Demand Management Plan to determine impact on energy reductions achieved	Q4	No additional resources
Pursue alternative	Partner with other organizations to identify, initiate and implement an	Q3	\$ 15 k for promotional/marketing and logistical

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
approaches to environmental/energy improvements	energy conservation project at a neighbourhood or block level		support to execute project.
Integrate sustainability into the core culture of the City	Conduct a gap analysis of the portfolio of practices designed to integrate sustainability into the core culture of the City of Vaughan staff	Q4	No additional resources
2018 Initiatives			
Share sustainable best practices with the community	Develop a series of communication pieces to raise awareness within the broader community of what Vaughan based businesses are doing to address climate change.	Q4	No additional resources
Pursue alternative approaches to environmental/energy improvements	Undertake an internal review in partnership with ITM to determine how the Environmental Sustainability Office could better leverage technology to deliver programs to internal and external clients.	Q1	No additional resources
Share sustainable best practices	Initiate a study to document the attitudes and behaviours of Vaughan citizen towards the environment in order to respond effectively with core programming.	Q2	Consultants cost would be covered by existing resources.
Integrate sustainability into the core culture of the City	Work with HR to pilot the integration of an environmental sustainability objective into the performance measures of a select number of directors	Q4	No additional resources

## Business Performance

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

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

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



## 2015-2018 Business Plan

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Number of requests for information/support received and addressed per FTE	N/A	N/A	55.5	61	65.4	71
<b>EFFECTIVENESS: How well do we do it?</b>						
Percentage of requests resulting in subsequent projects	N/A	N/A	N/A	5.7%	8.3	9.5
Green Space (hectares per 1000 people)					3.52	
Building floor area certified under recognized Green Building program (ft <sup>2</sup> )*	N/A	N/A	2,317,250	4,019,223	4,138,453	4,262,606
Length of walkways and cycling paths (km)*	N/A	N/A	N/A	1,126.98	1,149.52	1171
City of Vaughan Buildings Energy Use (kWh/1000ft <sup>2</sup> )*	N/A	N/A	750,368	672,269		
<b>SERVICE QUALITY: Is anyone better off?</b>						
# of Environmentally related public outreach events held by City of Vaughan*	N/A	N/A	8	9	9	10
# of attendees at environmentally related public outreach events held by the City of Vaughan*	N/A	N/A	13,150	10,662	10,580	17000
Number of participants involved in activities intended to embed sustainability into organizational core culture	N/A	N/A	277	218	400	500

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

## 2015-2018 Business Plan

- The number of requests for environmental sustainability information and support per FTE is expected to increase as the City explores intensification and more complex forms of growth.
- It is anticipated that these requests will yield a greater number of projects in the future.

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**Department Head Sign-off**

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

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**Commissioner Sign-off**

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

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Environmental Sustainability</b>																
<b>Revenue</b>																
		3780 Tourism/Rec'n Grant	0	0	0	44,889	0	44,889	44,889	0.0%	0	(44,889)	0	0	0	0
		3784 Revenues for Specific Funct.	31,117	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>31,117</b>	<b>0</b>	<b>0</b>	<b>44,889</b>	<b>0</b>	<b>44,889</b>	<b>44,889</b>	<b>0.0%</b>	<b>0</b>	<b>(44,889)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Labour Costs</b>																
		7010 Full Time	166,732	144,699	202,468	4,049	0	206,517	4,049	2.0%	206,517	0	206,517	0	206,517	0
		7016 Full Time Contracts	26,543	41,374	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	44,684	38,773	54,261	2,118	0	56,379	2,118	3.9%	57,412	1,033	58,858	1,446	60,303	1,445
		7020 Benefits - FT Contract	2,601	4,117	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>240,560</b>	<b>228,963</b>	<b>256,729</b>	<b>6,167</b>	<b>0</b>	<b>262,896</b>	<b>6,167</b>	<b>2.4%</b>	<b>263,929</b>	<b>1,033</b>	<b>265,375</b>	<b>1,446</b>	<b>266,820</b>	<b>1,445</b>
<b>Other Expenses</b>																
		7100 Mileage	642	594	900	0	0	900	0	0.0%	900	0	900	0	900	0
		7105 Membership/Dues/Fees	14,285	0	14,785	0	0	14,785	0	0.0%	14,785	0	14,785	0	14,785	0
		7110 Meals & Meal Allowances	150	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7115 Training & Development	1,313	1,053	1,215	0	0	1,215	0	0.0%	1,215	0	1,215	0	1,215	0
		7122 Cellular Telephones	816	587	600	0	0	600	0	0.0%	600	0	600	0	600	0
		7130 Seminars & Workshops	672	1,412	1,650	0	0	1,650	0	0.0%	1,650	0	1,650	0	1,650	0
		7136 Special Events/Public Relations	10,828	9,762	10,500	0	0	10,500	0	0.0%	10,500	0	10,500	0	10,500	0
		7200 Office Supplies	54	49	65	0	0	65	0	0.0%	65	0	65	0	65	0
		7210 Office Equip. & Furniture	85	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7220 Copiers, Faxes and Supplies	900	225	900	0	0	900	0	0.0%	900	0	900	0	900	0
		7330 Materials & Supplies	1,086	872	3,500	0	0	3,500	0	0.0%	3,500	0	3,500	0	3,500	0
		7520 Professional Fees	45,786	19,297	31,000	19,889	0	50,889	19,889	64.2%	6,000	(44,889)	6,000	0	6,000	0
		7699 Sundry Expenses	96	77	200	0	0	200	0	0.0%	200	0	200	0	200	0
		7790 Trsf. to Expend Res	6,214	(8,933)	(10,876)	10,876	0	0	10,876	(100.0)%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>82,927</b>	<b>24,995</b>	<b>54,439</b>	<b>30,765</b>	<b>0</b>	<b>85,204</b>	<b>30,765</b>	<b>56.5%</b>	<b>40,315</b>	<b>(44,889)</b>	<b>40,315</b>	<b>0</b>	<b>40,315</b>	<b>0</b>
<b>Total Environmental Sustainability</b>			<b>292,370</b>	<b>253,958</b>	<b>311,168</b>	<b>(7,957)</b>	<b>0</b>	<b>303,211</b>	<b>(7,957)</b>	<b>(2.6)%</b>	<b>304,244</b>	<b>1,033</b>	<b>305,690</b>	<b>1,446</b>	<b>307,135</b>	<b>1,445</b>

\* Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

3780 - Tourism/Rec'n Grant	Ministry of Energy funding to complete Municipal Energy Plan
7010 - Full Time	Increase due to progressions & economic adjustment
7017 - Benefits	Increase as per guidelines
7520 - Professional Fees	Variance due to an increase of \$44,889 for consultant support to complete Municipal Energy Plan (offset by the grant), offset by a reduction of \$25K for one-time funding removal of 2014 ARR
7790 - Trsf. to Expend Res	Variance due to removal of one-time transfer from year end reserve for 2014 ARR

### 2016 Budget Variance Comments

3780 - Tourism/Rec'n Grant	Decrease due to removal of one-time 2014 grant funding
7017 - Benefits	Increase as per guidelines
7520 - Professional Fees	Decrease due to removal of one-time 2014 grant funding

### 2017 Budget Variance Comments

7017 - Benefits	Increase as per guidelines
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### 2018 Budget Variance Comments

7017 - Benefits	Increase as per guidelines
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2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2015	Supporting Transformation	122-15-01	Sustainability Coordinator Contract	1.0	83,215	0	2,000	85,215	0
	Supporting Transformation Total			1.0	83,215	0	2,000	85,215	0
2015 Total				1.0	83,215	0	2,000	85,215	0
2016	Supporting Transformation	122-15-01	Sustainability Coordinator Contract	1.0	109,250	100	0	0	109,350
		122-16-01	Community Climate Change Action Plan Prject Fund	0.0	0	15,000	0	0	15,000
	Supporting Transformation Total			1.0	109,250	15,100	0	0	124,350
2016 Total				1.0	109,250	15,100	0	0	124,350
Grand Total				2.0	192,465	15,100	2,000	85,215	124,350

2015 - 2018 Draft Capital Projects

Budget\$					Group		
Year	Project #	Title	Ward	Project Type	Development Charges	Capital from Taxation	Grand Total
2015	ES-2521-15	Community Sustainability and Environmental Master Plan Renewal	City-Wide	Replacement	44,035	4,890	48,925
2015 Total					44,035	4,890	48,925
Grand Total					44,035	4,890	48,925



CITY OF VAUGHAN

# DRAFT 2015 BUDGET AND 2016-2018 PLAN

*Innovation & Continuous Improvement*

## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

The new department of Innovation & Continuous Improvement was created to be “a Centre of Excellence for change, providing services such as project management, change management, business process re-engineering and benefits realization”. The focus of the department is to support departmental and inter-departmental continuous improvement initiatives, establish and maintain a framework for operational reviews and to facilitate the development of a culture, within the City, that is comfortable with change.

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

Operational reviews, service level comparison studies, continuous improvement initiatives and other techniques are ways in which the Innovation & Continuous Improvement department will assist Commissions and Departments across the City to:

- Identify opportunities to enhance the client and resident experience, for both external and internal interactions;
- Ensure that the City is focused on the right things with respect to stakeholder expectations, i.e., are we being effective;
- Assess the way in which expected services are being delivered, i.e., are we being efficient; and,
- Develop a deep understanding of the drivers and levers of service delivery costs, i.e., are using taxpayers’ funds wisely.

The Innovation and Continuous Improvement department will work with the Learning & Development team (Human Resources) to assist in developing the capabilities and competencies to make the organization “more ready” for change.

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

1. Facilitate and support departmental and organizational continuous improvement initiatives
2. Develop organizational capability to engage in continuous improvement activities and promote a culture of learning and continuous improvement

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

1. Service Excellence
  - Demonstrate Excellence in Service Delivery – ICI department will work with all City departments to implement and track organizational / operational changes which improve departmental service delivery efficiency and effectiveness
2. Staff Excellence
  - Support the Professional Development of Staff – Through secondments and engagement with departmental staff, the ICI department will help develop change management skillsets throughout the organization.
3. Organizational Excellence
  - Ensure a High Performing Organization – By developing tools and skillsets across the organization and supporting departmental (and cross-departmental) change initiatives, the ICI department will help foster an environment comfortable in dealing with constant change.



## 2015-2018 Business Plan

### **Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	2014 Base	2015	Additional Resource Requests			
	2016	2017	2018	2019		
Full Time	6	6	1			
Part Time						
Overtime						
Secondment						

\* In 2016, the scope and number of continuous improvement initiatives may warrant additional resources.

## Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- The department is in the process of conducting and completing five initial Operational Reviews. The department will use these as opportunities:
  - To position the assistance that ICI can provide;
  - To promote the customer / resident experience;
  - To develop standardized approaches and tools;
  - To assess the organization's readiness for change and to develop a strategy for building change capabilities.

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Change Management
  - While the City has undertaken many change initiatives there is a concern that an inconsistent approach is taken to identifying, analyzing, justifying, planning, implementing and tracking the portfolio of initiatives (particularly those that have broad cross-departmental impact). The department will develop an approach that will facilitate the management of change initiatives.
  - As ICI is about institutionalizing an environment of change, there may be a natural antipathy to engaging with the department – it is important to identify “early adopters” and/or challenged areas in order to prioritize early win opportunities and demonstrate value to all stakeholders
- Data Analysis
  - There is a lack of focus and available skills within the organization so that the “What if” and “So what” questions are not adequately analyzed – at times access to the appropriate data is also a challenge
- Technology
  - Several business systems remain silos of data – there are opportunities to leverage system functionality to streamline / align business processes and reduce duplicate data entry and building on the Data Architecture framework currently being developed by ITM
- Service Delivery and Operational Reviews
  - Service delivery and operational reviews may be requested by Council, recommended by Internal Audit or departmental management or be required to meet annual service delivery review guidelines.

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

## 2015-2018 Business Plan

- Operational costs may increase due to a need to increase resources depending on the department's involvement in implementing recommendations arising from Operational Reviews and Continuous Improvement initiatives.

## Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Develop, implement and monitor ICI projects within specified timeframes	Support/Drive identified operational reviews: <ul style="list-style-type: none"> <li>Development &amp; Land Use Planning</li> <li>Program Development &amp; Management</li> <li>Green Space Management</li> <li>Softscape Management</li> <li>Revenue Management</li> <li>Corporate Services – Human Resources</li> </ul>	Q4	
Promote a culture of learning and continuous improvement	<ul style="list-style-type: none"> <li>Conduct readiness assessment</li> <li>Develop strategy for “improving” capability</li> <li>Launch capability building</li> </ul>	On-going	
<b>2016 Initiatives</b>			
Develop, implement and monitor ICI projects within specified timeframes	Support/Drive identified operational reviews: <ul style="list-style-type: none"> <li>Traffic Management</li> <li>Building &amp; Renovation Management</li> <li>Licensing &amp; Elections Management</li> <li>Corporate Services – Support</li> <li>Property Tax Assessment, Billing &amp; Collection</li> </ul>	Q4	
Promote a culture of learning and continuous improvement	<ul style="list-style-type: none"> <li>Conduct readiness assessment</li> <li>Amend strategy and tools (where necessary)</li> </ul>	On-going	
<b>2017 Initiatives</b>			

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Develop, implement and monitor ICI projects within specified timeframes	Support/Drive identified operational reviews: <ul style="list-style-type: none"> <li>• Water Distribution</li> <li>• Fire / Emergency Planning &amp; Response Management</li> <li>• Facilities Management</li> <li>• Storm Sewer / Catch Basin Management</li> <li>• Budgeting &amp; Financial Management</li> <li>• Council &amp; Committee Governance</li> </ul>	Q4	
Promote a culture of learning and continuous improvement	<ul style="list-style-type: none"> <li>• Conduct readiness assessment</li> <li>• Amend strategy and tools (where necessary)</li> </ul>	On-going	
2018 Initiatives			
Develop, implement and monitor ICI projects within specified timeframes	Support/Drive identified operational reviews: <ul style="list-style-type: none"> <li>• Sewer Management</li> <li>• Information Technology</li> <li>• Community Engagement</li> <li>• Legal Services</li> <li>• Mail, Courier &amp; Print Services</li> <li>• Cemetery Management</li> </ul>	Q4	
Promote a culture of learning and continuous improvement	<ul style="list-style-type: none"> <li>• Conduct readiness assessment</li> <li>• Amend strategy and tools (where necessary)</li> </ul>	On-going	

## Business Performance

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

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

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

## 2015-2018 Business Plan

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Continuous Improvement Initiatives Completed					1	2
# of Staff Trained / Engaged / Seconded by ICI					25	50
# of Operational Reviews Completed*					1	4
<b>EFFECTIVENESS: How well do we do it?</b>						
Continuous Improvement Capabilities (Change Maturity)					TBD	TBD
Continuous Improvement Initiative Delivery (Project Performance)					TBD	TBD
<b>SERVICE QUALITY: Is anyone better off?</b>						
Client Satisfaction						90%

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- Key Performance Indicators will be further evolved through the implementation of the corporate performance measurement initiative and throughout 2014/2015 as the Department continues to establish itself

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**Department Head Sign-off**

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

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**Commissioner Sign-off**

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



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Innov. & Cont. Improvement																
	Labour Costs															
		7010 Full Time	265,344	592,367	638,057	12,720	0	650,777	12,720	2.0%	660,087	9,310	664,952	4,865	666,373	1,421
		7017 Benefits	71,112	158,760	170,999	6,664	0	177,663	6,664	3.9%	183,504	5,841	189,512	6,008	194,582	5,070
		<b>Total Labour Costs</b>	<b>336,457</b>	<b>751,127</b>	<b>809,056</b>	<b>19,384</b>	<b>0</b>	<b>828,440</b>	<b>19,384</b>	<b>2.4%</b>	<b>843,591</b>	<b>15,151</b>	<b>854,464</b>	<b>10,873</b>	<b>860,955</b>	<b>6,491</b>
	Other Expenses															
		7100 Mileage	25	527	1,300	0	0	1,300	0	0.0%	1,300	0	1,300	0	1,300	0
		7105 Membership/Dues/Fees	124	1,468	3,600	0	(2,100)	1,500	(2,100)	(58.3)%	1,500	0	1,500	0	1,500	0
		7110 Meals & Meal Allowances	908	839	1,300	0	0	1,300	0	0.0%	1,300	0	1,300	0	1,300	0
		7115 Training & Development	4,625	9,916	10,500	0	5,500	16,000	5,500	52.4%	16,000	0	16,000	0	16,000	0
		7120 Telephone Charges	5	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7122 Cellular Telephones	1,007	3,255	2,400	0	2,000	4,400	2,000	83.3%	4,400	0	4,400	0	4,400	0
		7200 Office Supplies	2,828	2,211	3,000	0	0	3,000	0	0.0%	3,000	0	3,000	0	3,000	0
		7210 Office Equip. & Furniture	54,873	17,248	1,400	0	0	1,400	0	0.0%	1,400	0	1,400	0	1,400	0
		7211 Computer Hardware/Software	14,428	7,089	11,469	(469)	(3,000)	8,000	(3,469)	(30.2)%	8,000	0	8,000	0	8,000	0
		7220 Copiers, Faxes and Supplies	1,811	4,513	6,800	0	(2,000)	4,800	(2,000)	(29.4)%	4,800	0	4,800	0	4,800	0
		7222 Printing	254	600	2,400	0	(400)	2,000	(400)	(16.7)%	2,000	0	2,000	0	2,000	0
		7520 Professional Fees	28,226	81,301	130,000	0	0	130,000	0	0.0%	130,000	0	130,000	0	130,000	0
		7699 Sundry Expenses	50	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7790 Trsf. to Expend Res	70,335	(128,987)	(100,000)	100,000	0	0	100,000	(100.0)%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>179,499</b>	<b>(22)</b>	<b>74,169</b>	<b>99,531</b>	<b>0</b>	<b>173,700</b>	<b>99,531</b>	<b>134.2%</b>	<b>173,700</b>	<b>0</b>	<b>173,700</b>	<b>0</b>	<b>173,700</b>	<b>0</b>
<b>Total Innov. &amp; Cont. Improvement</b>			<b>515,956</b>	<b>751,106</b>	<b>883,225</b>	<b>118,915</b>	<b>0</b>	<b>1,002,140</b>	<b>118,915</b>	<b>13.5%</b>	<b>1,017,291</b>	<b>15,151</b>	<b>1,028,164</b>	<b>10,873</b>	<b>1,034,655</b>	<b>6,491</b>

\* Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

7010 - Full Time	Increase due to progressions and economic adjustment
7017 - Benefits	Increase as per budget guidelines
7105 - Memberships/Dues/Fees	Decrease due to reallocation to Training & Development
7115 - Training & Development	Increase due to reallocation from Memberships, Computer Hardwr/Softwtr & Printing
7122 - Cellular Telephones	Increase due to reallocation from Computer Hardware
7211 - Computer Hardwr/Softwtr	Decrease due to reallocation of \$3K to Training & Dev. and \$469 one-time funding removal of 2014 transfer
7220 - Copiers, Faxes and Supplies	Decrease due to reallocation to Cellular Telephones
7222 - Printing	Decrease due from reallocation to Training & Development
7790 - Trsf. to Expend Res	Variance as per schedule

### 2016 Budget Variance Comments

7010 - Full Time	Increase due to progressions
7017 - Benefits	Increase as per budget guidelines

### 2017 Budget Variance Comments

7010 - Full Time	Increase due to progressions
7017 - Benefits	Increase as per budget guidelines

### 2018 Budget Variance Comments

7010 - Full Time	Increase due to progressions
7017 - Benefits	Increase as per budget guidelines

## 2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
				FTE					
2015	Maintain/Growth	123-15-03	Business Analyst	1.0	103,277	3,500	12,000	0	118,777
	Maintain/Growth Total			1.0	103,277	3,500	12,000	0	118,777
2015 Total				1.0	103,277	3,500	12,000	0	118,777
2016	Maintain/Growth	123-15-03	Business Analyst	1.0	105,757	3,500	12,000	0	121,257
	Maintain/Growth Total			1.0	105,757	3,500	12,000	0	121,257
2016 Total				1.0	105,757	3,500	12,000	0	121,257
2017	Maintain/Growth	123-15-01	Business Change Consultant	1.0	103,537	3,900	1,500	0	108,937
		123-15-03	Business Analyst	1.0	108,463	3,500	11,500	0	123,463
Maintain/Growth Total				2.0	212,000	7,400	13,000	0	232,400
2017 Total				2.0	212,000	7,400	13,000	0	232,400
Grand Total				4.0	421,034	14,400	37,000	0	472,434



CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*Access Vaughan*



## Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

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

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

Access Vaughan handles general inquiries as well as detailed inquiries for integrated departments. On average the call centre receives 187,000 calls a year and handles over 25,000 inquiries at the Information desk per year.

The call centre is integrated with the following departments:

- Animal Services
- By-Law and Compliance Department
- Parks and Forestry Operations Department
- Public Works Department – Waste Division
- Recreation and Culture Department
- Tax Department

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

1. Provide information about City services to residents in a timely and effective manner
2. Support City departments through customer service and the provision of information
3. Generate business efficiencies for the organization through integration

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

1. Demonstrate Excellence in Service Delivery
  - *Department Objective:* Continuously improve the range and quality of services provided
2. Ensure a High Performing Organization
  - *Department Objective:* Provide information and customer service support for City departments

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

Additional Resource Requests					
	2014 Base	2015	2016	2017	2018
Full Time	7				
Part Time	6.21				
Overtime	\$9,000				

## Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Service Delivery
  - Averages an 80/20 service level on a monthly basis (80% of calls answered within 20 seconds or less); however there have been instances of extended wait times and numerous callers waiting in queue.
  - Access Vaughan was unable to meet the service level mandate for most months of the year in 2013 and the average maximum wait time for callers was 39 minutes.
  - In 2013 with the addition of 2 PTE staff, the service level has increased by approximately 6 % in by the end of the year. Maximum wait times have decreased by approximately 9 minutes, on average as of May 2014.
  - On average the call centre resolves 65% of the inbound calls, resulting in improved service for the caller as first call resolution was provided for that 65%; an overall improvement of 5%.
- Staffing
  - Staffing shortages challenge Access Vaughan's ability to meet the 80/20 service level and uphold quality standards.
  - The Call Recording Quality Monitoring system was improved in the last year which has assisted with performance coaching
- Integration
  - Successful integration since launch with Parks & Forestry, Animal Services and Enforcement Services
  - Further integration with Enforcement Services occurred in 2013 and staff have taken on additional call types
  - Extending operational hours in 2014 will allow Access Vaughan to deliver service excellence to callers for an additional 3 hours Monday to Friday from 4:30-7:30pm

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Continued Integration
  - Continue expansion and service integration with other departments
  - Access Vaughan will be able to address general inquiries, eliminate misdirected calls and overall allow for a more inclusive service to callers
  - Further integration is planned for Public Works and Recreation and Culture in 2015
- Extended Hours of Service
  - Extending the hours of operation once Access Vaughan has integrated with more departments will increase the service quality for all stakeholders and support a more inclusive service
- Enhanced Resources
  - In order to expand and integrate with other departments effectively, Access Vaughan needs to ensure that proper staffing levels are in place so that the department can provide efficient service
- Strategic Planning
  - To be successful, the department needs to appropriately plan which call types and services would benefit the caller
  - Access Vaughan has numerous performance measurements in place and monthly call quality coaching is completed with each staff member to address any concerns

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- The major financial impacts on the department are staffing costs. Access Vaughan is expected to continue with planned integration with existing and additional departments. Financial assessment will be completed to determine staffing needs and/or the repurposing of existing staff from user department to Access Vaughan.

## Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Continuously improve the range and quality of services provided	Access Vaughan Phase III – Step A: Integration or expansion with another department ( <i>Recreation and Culture and/or Public Works</i> )	Q4	<ul style="list-style-type: none"> <li>Equipment</li> <li>(hardware/software)</li> <li>Textnet – license fee</li> <li>CC7- license fee</li> <li>Call Pilot</li> <li>CRQM</li> <li>JD Edwards – Support Person</li> <li>ITM – Project Leader/Business Analyst</li> </ul>
	Develop and update Accessibility Plan for Access Vaughan	Q4	
Provide information and customer service support for City departments	Support Finance, Special Events and other City departments with the promotion of their key events (i.e. Draft Budget – Public Meetings)	Q1 through to Q4	<ul style="list-style-type: none"> <li>Synthia via Nuance and ITM</li> </ul>
<b>2016 Initiatives</b>			
Continuously improve the range and quality of services provided	Access Vaughan Phase III – Step B: Integration or expansion with another department	Q4	<ul style="list-style-type: none"> <li>Equipment</li> <li>(hardware/software)</li> <li>Textnet – license fee</li> <li>CC7- license fee</li> <li>Call Pilot</li> <li>CRQM</li> <li>JD Edwards – Support Person</li> <li>ITM – Project Leader/Business Analyst</li> </ul>
	Support Finance, Special Events and other City departments with the promotion of their key events (i.e. Draft Budget – Public Meetings)	Q1 through to Q4	<ul style="list-style-type: none"> <li>Synthia via Nuance and ITM</li> </ul>
Provide information and customer service support for City departments	Support Finance, Special Events and other City departments with the promotion of their key events (i.e. Draft Budget – Public Meetings)	Q1 through to Q4	<ul style="list-style-type: none"> <li>Synthia via Nuance and ITM</li> </ul>
<b>2017 Initiatives</b>			
Continuously improve the range and quality of services provided	Access Vaughan Phase III – Step C: Integration or expansion with another department	Q4	<ul style="list-style-type: none"> <li>Equipment</li> <li>(hardware/software)</li> <li>Textnet – license fee</li> <li>CC7- license fee</li> <li>Call Pilot</li> <li>CRQM</li> <li>JD Edwards – Support Person</li> <li>ITM – Project Leader/Business Analyst</li> </ul>
	Support Finance, Special Events and other City departments with the	Q1 through to Q4	<ul style="list-style-type: none"> <li>Synthia via Nuance and ITM</li> </ul>
Provide information and customer service support	Support Finance, Special Events and other City departments with the	Q1 through to Q4	<ul style="list-style-type: none"> <li>Synthia via Nuance and ITM</li> </ul>

Department Objectives	Initiatives	Timeline	Additional Resources Required?
for City departments	promotion of their key events (i.e. Draft Budget – Public Meetings)		
<b>2018 Initiatives</b>			
Continuously improve the range and quality of services provided	Access Vaughan Phase III – Step D: Integration or expansion with another department	Q4	<ul style="list-style-type: none"> <li>• Equipment (hardware/software)</li> <li>• Textnet – license fee</li> <li>• CC7- license fee</li> <li>• Call Pilot</li> <li>• CRQM</li> <li>• JD Edwards – Support Person</li> <li>• ITM – Project Leader/Business Analyst</li> </ul>
Provide information and customer service support for City departments	Support Finance, Special Events and other City departments with the promotion of their key events (i.e. Draft Budget – Public Meetings)	Q1 through to Q4	<ul style="list-style-type: none"> <li>• Synthia via Nuance and ITM</li> </ul>

## Business Performance

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

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

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

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

Performance Measures	2009	2010	2011	2012	2013	2014 (effective April 2014)
<b>EFFICIENCY: What/How much do we do?</b>						
Aggregate number of calls offered monthly by average number of FTE/CSR	2,255	2,401	2,538	2,906	2,273	1,805
Aggregate number of calls answered monthly by average number of FTE/CSR	2,098	2,216	2,268	2,385	2,001	1,671
Call Volume Monthly Average – Offered	14,658	15,608	16,485	16,364	16,216	15,500
Call Volume Monthly Average – Answered	13,636	14,406	14,743	13,604	14,688	14,022
Information Desk Inquiries	19,472	17,253	31,828	23,251	19,775	4,616
Average Handle Time (seconds)	69	75	84	103	109	105
Monthly Average Calls Abandoned before threshold	959	1,169	1,707	2,726	1,875	700
Monthly Average Calls Abandoned after threshold	154	218	476	978	580	178
<b>EFFECTIVENESS: How well do we do it?</b>						
Average Service Level*	90%	87%	81%	72%	79%	82%
<b>SERVICE QUALITY: Is anyone better off?</b>						
Number of Calls by Type						
First Call Resolution (% of calls resolved without the need for a transfer)	58%	59%	64%	62%	56%	60%

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- First call resolution is a driver for customer satisfaction. First Call Resolution is 65%. For approximately 65% of incoming calls, callers receive a response/resolution or are assisted without the need to transfer the caller to another department.
- Aggregate calls answered monthly per FTE continues to increase annually
- Monthly average call volumes have increased year over year
- The percentage of calls handled within the 80/20 service level has continuously declined overall and in particular during the months of peak service demand between April and September, as well as during the winter months of December and January when snow events occur
- In 2014, effective end of April, calls handled within the 80/20 service level is improving by approximately 5% over the previous year.

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**Department Head Sign-off**

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

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**Commissioner Sign-off**

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



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Access Vaughan</b>																
	<b>Labour Costs</b>															
		7010 Full Time	448,982	454,860	524,426	(7,959)	0	516,467	(7,959)	(1.5)%	526,119	9,652	534,270	8,151	534,838	568
		7012 Overtime	0	640	9,000	365	0	9,365	365	4.1%	9,550	185	9,500	(50)	9,500	0
		7015 Part Time	224,746	300,291	343,420	10,013	0	353,433	10,013	2.9%	355,725	2,292	355,725	0	355,725	0
		7016 Full Time Contracts	0	32,852	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	142,353	152,019	168,930	10,676	0	179,606	10,676	6.3%	185,557	5,951	191,627	6,070	195,964	4,337
		7018 Benefits - Part Time	0	2,216	8,244	(8,244)	0	0	(8,244)	(100.0)%	0	0	0	0	0	0
		7020 Benefits - FT Contract	0	3,269	0	0	0	0	0	0.0%	0	0	0	0	0	0
	<b>Total Labour Costs</b>		816,080	946,147	1,054,020	4,851	0	1,058,871	4,851	0.5%	1,076,951	18,080	1,091,122	14,171	1,096,027	4,905
	<b>Other Expenses</b>															
		7100 Mileage	8	255	160	0	0	160	0	0.0%	160	0	160	0	160	0
		7103 407-ETR Toll Charges	0	19	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7105 Membership/Dues/Fees	588	509	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7110 Meals & Meal Allowances	640	787	860	0	0	860	0	0.0%	860	0	860	0	860	0
		7115 Training & Development	14,320	11,561	13,000	0	0	13,000	0	0.0%	13,000	0	13,000	0	13,000	0
		7120 Telephone Charges	916	2,389	5,010	(3,000)	0	2,010	(3,000)	(59.9)%	2,010	0	2,010	0	2,010	0
		7122 Cellular Telephones	1,368	1,599	1,700	0	0	1,700	0	0.0%	1,700	0	1,700	0	1,700	0
		7125 Subscriptions/Publications	104	75	240	0	0	240	0	0.0%	240	0	240	0	240	0
		7130 Seminars & Workshops	0	160	640	0	0	640	0	0.0%	640	0	640	0	640	0
		7135 Advertising	8,326	5,619	9,000	0	0	9,000	0	0.0%	9,000	0	9,000	0	9,000	0
		7200 Office Supplies	3,256	2,137	4,600	0	0	4,600	0	0.0%	4,600	0	4,600	0	4,600	0
		7205 Computer Supplies	0	0	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0	1,000	0
		7210 Office Equip. & Furniture	5,457	2,870	15,500	(14,000)	0	1,500	(14,000)	(90.3)%	1,500	0	1,500	0	1,500	0
		7211 Computer Hardware/Software	482	2,029	5,950	(4,000)	0	1,950	(4,000)	(67.2)%	1,950	0	1,950	0	1,950	0
		7220 Copiers, Faxes and Supplies	4,063	3,891	4,185	0	0	4,185	0	0.0%	4,185	0	4,185	0	4,185	0
		7520 Professional Fees	3,153	3,680	3,200	0	0	3,200	0	0.0%	3,200	0	3,200	0	3,200	0
		7699 Sundry Expenses	14	101	282	0	0	282	0	0.0%	282	0	282	0	282	0
	<b>Total Other Expenses</b>		42,693	37,683	65,327	(21,000)	0	44,327	(21,000)	(32.1)%	44,327	0	44,327	0	44,327	0
<b>Total Access Vaughan</b>			858,774	983,830	1,119,347	(16,149)	0	1,103,198	(16,149)	(1.4)%	1,121,278	18,080	1,135,449	14,171	1,140,354	4,905

\* Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

7010 - Full Time	Decrease due to one-time job evaluation pay in 2014, offset by progressions & economic adjustment
7012 - Overtime	Increase due to progressions
7015 - Part Time	Increase due to progressions & economic adjustment
7017 - Benefits	Increase as per guidelines & reallocation from Benefits - Part Time
7018 - Benefits-part time	Decrease due to reallocation to Benefits
7120 - Telephone Charges	Decrease due to one-time funding removal of 2014 ARR
7210 - Office Equip. & Furnit.	Decrease due to one-time funding removal of 2014 ARR
7211 - Computer Hardwr/Softwr	Decrease due to one-time funding removal of 2014 ARR

### 2016 Budget Variance Comments

7010 - Full Time	Increase due to progressions
7012 - Overtime	Increase due to progressions
7015 - Part Time	Increase due to progressions
7017 - Benefits	Increase as per guidelines

### 2017 Budget Variance Comments

7010 - Full Time	Increase due to progressions
7017 - Benefits	Increase as per guidelines





## Revenue and Expenditure Summary

2015 Operating Budget & 2016-18 Operating Plan

### ***2018 Budget Variance Comments***

7010 - Full Time

Increase due to progressions

7017 - Benefits

Increase as per guidelines

## 2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values						
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact	
2016	Maintain/Growth	121-16-01	Customer Service Reps	1.0	84,664	0	0	0	84,664	
	Maintain/Growth Total			1.0	84,664	0	0	0	84,664	
2016 Total				1.0	84,664	0	0	0	84,664	
2017	Maintain/Growth	121-16-01	Customer Service Reps	0.7	42,783	0	0	0	42,783	
	Maintain/Growth Total			0.7	42,783	0	0	0	42,783	
2017 Total				0.7	42,783	0	0	0	42,783	
2018	Maintain/Growth	121-15-01	Clerk	1.0	55,145	530	0	5,351	50,324	
	Maintain/Growth Total			1.0	55,145	530	0	5,351	50,324	
2018 Total				1.0	55,145	530	0	5,351	50,324	
Grand Total				2.7	182,592	530	0	5,351	177,771	

2015 - 2018 Draft Capital Projects

Budget\$					Group	
Year	Project #	Title	Ward	Project Type	Capital from Taxation	Grand Total
2015	AV-9532-15	Access Vaughan Phase II - Step E	City-Wide	Technology	50,500	50,500
2015 Total					50,500	50,500
Grand Total					50,500	50,500



CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*Information & Technology Management*

**2015-2018 Business Plan****Business Overview****Service Statement:**

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

**Core Activities:**

The ITM department is structured into three (3) business units:

- **Information Systems** – this unit is focused on collaboration with City departments in identification of business and functional requirements for information and systems and their effective implementation, maintenance and support;
- **Information Technology (IT) Operations** – this unit is focused on engineering, implementation, security, maintenance and support of City-wide technology and communications infrastructure, including data centre facilities, and data/voice networks;
- **Client Support Services** – this unit is focused on supporting internal clients in the daily use of technology and communications devices through HelpDesk services, on-site support and training. This unit is also responsible for maintenance of desktop technology assets, including personal computers hardware and software.

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

1. Support departments' continuous improvement initiatives by enabling implementation and effective use of information and technology
2. Maintaining existing technology infrastructure and services to established standards
3. Protecting the security and integrity of information assets

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

1. Service Excellence – Service levels consistent with citizen needs
  - **Demonstrate Excellence in Service Delivery** – ITM manages the City's information technology & telecommunications infrastructure, which is a key enabler for delivery of service excellence to citizens by City departments (i.e. J.D. Edwards Enterprise Resource Planning (ERP) system, AMANDA (Building Permits, Licensing, etc.), AppTrack (Development Tracking), Geographic Information System (GIS), Access Vaughan (Knowledge Tool), Case Tracking Systems (CTS), VTAX (Property Taxation) and Vaughan Online).
2. Organizational Excellence – High performance through continuous improvement
  - **Ensure a High Performing Organization** – ITM supports City departments' continuous improvement initiatives by enabling implementation and effective use of technology-based business solutions. The ITM department continuously researches, prototypes and introduces new and innovative technology, methods, and practices to enable internal City departments achieve their performance objectives (i.e. speech recognition (Synthia), business knowledge tool, integration and geo-

## 2015-2018 Business Plan

enablement of systems, deployment of applications on BlackBerry devices, GPS assets tracking and consolidation of voice and data networks (VoIP)).

- Manage Corporate Assets – ITM is directly responsible for the maintenance and sustainable revitalization of City information technology and telecommunications infrastructure, valued at approximately \$5.5 million.

### 3. Staff Excellence – People supporting each other

- Demonstrate Effective Leadership – ITM works with internal City departments, as well as York Region and neighbouring municipalities to develop collaborative solutions to operational and business needs and to facilitate information exchange. Such initiatives include the development of geographic information systems (GIS) standards, group purchases of goods and services, and sharing of knowledge and expertise.

### **Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	2014 Base	Additional Resource Requests			
		2015	2016	2017	2018
Full Time	46	8.5	5	5	1
Part Time					
Overtime					

## 2015-2018 Business Plan

### Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Service Delivery
  - Staff are well trained and highly competent and productive
  - Internal processes are strong and consistently applied to deliver services
  - Service delivery targets are established, measured and met regularly
  - Production environment for critical information systems is stable and consistently meets established service targets
- Resources
  - Insufficient staff capacity to meet new service requests for technology implementation
  - Current office space has reached maximum capacity to accommodate staff
  - Need to budget additional ITM resources to meet demand for IT services
  - ITM resources are often not considered by business and budget plans when planning business improvement initiatives that have IT components

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Resources
  - Staffing constraints caused by multiple factors; more ITM resources are allocated towards support functions as the City implements more computer-based business solutions. Additionally, as the City intensifies its efforts to achieve business improvements, more departments are initiating projects requiring ITM support
  - Large projects such as Asset Management and EDRMS will soon increase pressure on existing resources as well.
- Opportunities for Improvement
  - Implementation of selective/appropriate recommendations in the IT Strategic Plan
  - Business improvement initiatives in City departments that have IT requirements should be budgeted inclusive of additional IT resources required to implement and support new information systems and technology

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Corporate initiatives such as Asset Management and Electronic Documents & Records Management Systems (EDRMS) will have a significant impact on ITM department resources. These large initiatives should have necessary provisions in their budgets for IT resources necessary to implement and maintain these large enterprise systems
- IT Strategic Plan initiatives will require corporate champions and appropriate resourcing to implement

## 2015-2018 Business Plan

### Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Collaborate with City departments to advance strategic corporate initiatives	Implementation phase of Asset Management systems – multi-year implementation  JD Edwards System enhancements  Enterprise GIS Capabilities Enhancements  Planning/Development process automation	Q4	ARR's needed – waiting on definition of roles / responsibilities and requirements
	Implementation phase of Electronic Documents & Records Management System (EDRMS) – multi-year implementation	Q4	ARR's recognized for EDRMS Business Analyst & EDRMS Technical SME
Continuously improve IT security controls to achieve ISO27001 compliance	Implement Incident Response Plan	Q4	
Continuously improve data and information management framework	Implement Master Data Management framework	Q4	
<b>2016 Initiatives</b>			
Collaborate with City departments to advance strategic corporate initiatives	Implementation phase of Asset Management systems – multi-year implementation  JDE Human Resources Functionality Enhancements  Point-of-Sale Automation	Q4	
	Implementation phase of Electronic Documents Management System (EDMS) – multi-year implementation	Q4	
Continuously improve IT security controls to achieve ISO27001 compliance	Implement Identity Management controls	Q4	



## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Continuously improve data and information management framework	Implement Data Analysis and Business Intelligence (BI) tools	Q4	
<b>2017 Initiatives</b>			
Collaborate with City departments to advance strategic corporate initiatives	Implementation phase of Electronic Documents & Records Management System (EDRMS) – multi-year implementation	Q4	
	Property Tax System Replacement		
	Implementation phase of Asset Management systems – multi-year implementation	Q4	
Continuously improve IT security controls to achieve ISO27001 compliance	Implement encryption and digital signature controls	Q4	
Continuously improve data and information management framework	Implement Predictive Analysis framework and tools	Q4	
<b>2018 Initiatives</b>			
Collaborate with City departments to advance strategic corporate initiatives	CRM business requirements gathering and business case	Q4	
Continuously improve IT security controls to achieve ISO27001 compliance	Implement security key performance indicators (KPI's)	Q4	
Continuously improve data and information management framework	Introduce Knowledge Management and Business Activity Monitoring	Q4	

## 2015-2018 Business Plan

## Business Performance

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

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

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

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
EFFICIENCY: What/How much do we do?						
Resource Capacity vs. Demand	Approved: 12 Required: +19	Approved: 14 Required: +20	Approved: 14 Required: +12	Approved: 15 Required: +8	Approved: 15 Required: +6	Approved: 16 Required: +2
Number of Supported Applications	105	111	126	136	146	229
ITM Health Avg. Monthly Caseload	570	550	750	800	850	900
Monthly Completed Incidents					660	750
Average Response Time to HelpDesk Calls					27 sec	32 sec
Number of PCs supported per FTE					280	230
EFFECTIVENESS: How well do we do it?						
Network Availability During Normal Business Hours	99.999%	99.999%	99.999%	99.999%	99.999%	99.8%
Service Request Progress (Avg. SR/Staff)				4.6	5.3	5.2
Missions Critical Downtime During Business Hours						
Average Monthly	Opened:	Opened:	Opened:	Opened:	Opened: 650	Opened: 780

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
Incident Activity	Closed:	Closed:	Closed:	Closed:	Closed: 644	Closed: 750
Average Monthly Percentage of Closure Method for Incidents	Phone: Visit:	Phone: Visit:	Phone: Visit:	Phone: Visit:	Phone: 55% Visit: 45%	Phone: 56% Visit: 44%
<b>SERVICE QUALITY: Is anyone better off?</b>						
ITM Helpdesk Service Effectiveness	99.1% service satisfaction	99.3% service satisfaction	99.0% service satisfaction	99.1% service satisfaction	99.0% service satisfaction	98.9% service satisfaction

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- ITM department operations are in good shape and meet established performance targets. In key operational areas of security, reliability, performance and infrastructure maintenance, the department performs at or above previously established performance targets.
- As new applications, systems, technologies and underlying infrastructure is introduced, more ITM resources are being absorbed in operational activities related to support and maintenance. This reduces the department's capacity to partner with internal stakeholders and undertake new initiatives.
- Additional ITM resources have been identified in the IT Strategy and are being requested through the corporate financial planning process to keep pace with the growing demand for new projects and initiatives.

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**Department Head Sign-off**

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

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**Commissioner Sign-off**

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



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Information &amp; Technology Mgmt.</b>																
<b>Joint Service Revenue</b>																
		3572 Joint Service Revenue	42,065	43,709	43,326	1,300	0	44,626	1,300	3.0%	44,626	0	44,626	0	44,626	0
		<b>Total Joint Service Revenue</b>	<b>42,065</b>	<b>43,709</b>	<b>43,326</b>	<b>1,300</b>	<b>0</b>	<b>44,626</b>	<b>1,300</b>	<b>3.0%</b>	<b>44,626</b>	<b>0</b>	<b>44,626</b>	<b>0</b>	<b>44,626</b>	<b>0</b>
<b>Labour Costs</b>																
		7010 Full Time	3,445,292	4,190,560	4,400,716	162,145	0	4,562,861	162,145	3.7%	4,629,201	66,340	4,683,862	54,661	4,692,451	8,589
		7012 Overtime	16,303	19,059	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7015 Part Time	109,272	99,171	87,068	(11,356)	0	75,712	(11,356)	(13.0)%	75,712	0	75,712	0	75,712	0
		7016 Full Time Contracts	43,141	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	938,416	1,138,745	1,190,999	62,384	0	1,253,383	62,384	5.2%	1,294,716	41,333	1,342,707	47,991	1,378,077	35,370
		7020 Benefits - FT Contract	4,228	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>4,556,652</b>	<b>5,447,535</b>	<b>5,678,783</b>	<b>213,173</b>	<b>0</b>	<b>5,891,956</b>	<b>213,173</b>	<b>3.8%</b>	<b>5,999,629</b>	<b>107,673</b>	<b>6,102,281</b>	<b>102,652</b>	<b>6,146,240</b>	<b>43,959</b>
<b>Other Expenses</b>																
		7100 Mileage	3,091	4,785	8,727	0	0	8,727	0	0.0%	8,727	0	8,727	0	8,727	0
		7103 407-ETR Toll Charges	35	35	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7105 Membership/Dues/Fees	2,667	2,007	4,284	0	0	4,284	0	0.0%	4,284	0	4,284	0	4,284	0
		7110 Meals & Meal Allowances	4,451	4,962	5,182	0	0	5,182	0	0.0%	5,182	0	5,182	0	5,182	0
		7115 Training & Development	34,608	33,125	64,014	0	0	64,014	0	0.0%	64,014	0	64,014	0	64,014	0
		7122 Cellular Telephones	25,485	34,234	53,117	0	(20,000)	33,117	(20,000)	(37.7)%	33,117	0	33,117	0	33,117	0
		7125 Subscriptions/Publications	407	0	2,971	0	0	2,971	0	0.0%	2,971	0	2,971	0	2,971	0
		7130 Seminars & Workshops	0	1,553	5,872	0	0	5,872	0	0.0%	5,872	0	5,872	0	5,872	0
		7200 Office Supplies	8,303	9,503	10,102	0	0	10,102	0	0.0%	10,102	0	10,102	0	10,102	0
		7205 Computer Supplies	130	2,377	4,711	0	0	4,711	0	0.0%	4,711	0	4,711	0	4,711	0
		7210 Office Equip. & Furniture	88,188	14,647	21,821	(10,500)	0	11,321	(10,500)	(48.1)%	11,321	0	11,321	0	11,321	0
		7211 Computer Hardware/Software	197,388	226,001	301,002	(7,500)	0	293,502	(7,500)	(2.5)%	293,502	0	293,502	0	293,502	0
		7220 Copiers, Faxes and Supplies	9,814	8,417	9,643	0	0	9,643	0	0.0%	9,643	0	9,643	0	9,643	0
		7226 Courier Services	268	229	500	0	0	500	0	0.0%	500	0	500	0	500	0
		7520 Professional Fees	311,193	334,968	354,023	0	145,000	499,023	145,000	41.0%	499,023	0	499,023	0	499,023	0
		7531 Service Contracts	1,650,433	1,631,349	1,736,007	119,129	(55,000)	1,800,136	64,129	3.7%	1,871,948	71,812	1,840,828	(31,120)	1,861,088	20,260
		7560 Gas/Diesel - Vehicles	188	499	1,230	0	0	1,230	0	0.0%	1,230	0	1,230	0	1,230	0
		7630 Wireless/Internet Commun.	6,528	4,532	10,253	0	0	10,253	0	0.0%	10,253	0	10,253	0	10,253	0
		7635 Communications-ITM	820,402	592,512	710,266	0	(70,000)	640,266	(70,000)	(9.9)%	640,266	0	640,266	0	640,266	0
		7699 Sundry Expenses	594	16	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7700 Chgs. from Othe Depts.	122	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7712 Joint Serv. Recovery - Library	(80,228)	(78,864)	(78,864)	(1,436)	0	(80,300)	(1,436)	1.8%	(80,300)	0	(80,300)	0	(80,300)	0
		<b>Total Other Expenses</b>	<b>3,084,068</b>	<b>2,826,886</b>	<b>3,224,861</b>	<b>99,693</b>	<b>0</b>	<b>3,324,554</b>	<b>99,693</b>	<b>3.1%</b>	<b>3,396,366</b>	<b>71,812</b>	<b>3,365,246</b>	<b>(31,120)</b>	<b>3,385,506</b>	<b>20,260</b>
<b>Total Information &amp; Technology Mgmt.</b>			<b>7,598,655</b>	<b>8,230,712</b>	<b>8,860,318</b>	<b>311,566</b>	<b>0</b>	<b>9,171,884</b>	<b>311,566</b>	<b>3.5%</b>	<b>9,351,369</b>	<b>179,485</b>	<b>9,422,901</b>	<b>71,532</b>	<b>9,487,120</b>	<b>64,219</b>

\* Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

3572 - Joint Service Revenue	Increase as per agreement with PowerStream
7010 - Full Time	Increase due to progressions, economic adjustment and job evaluation
7015 - Part Time	Decrease due to 2014 ARR conversion to Full Time
7017 - Benefits	Increase as per guidelines
7122 - Cellular Telephones	Decrease due to reallocation to Professional Fees
7210 - Office Equip. & Furniture	Decrease due to removal of one-time funding for 2014 ARRs
7211 - Computer Hardwr/Softwr	Decrease due to removal of one-time funding for 2014 ARRs
7520 - Professional Fees	Increase due to reallocation of \$70K from Communications, \$55K from Service Contracts and \$20K from Cellular Telephones
7531 - Service Contracts	Increase due to allowable contract increases of \$119K, offset by reallocation to Professional Fees for \$55K
7635 - Communications	Decrease due to reallocation to Professional Fees



## Revenue and Expenditure Summary

### 2015 Operating Budget & 2016-18 Operating Plan

#### ***2016 Budget Variance Comments***

7010 - Full Time	Increase due to progressions
7017 - Benefits	Increase as per guidelines
7531 - Service Contracts	Increase due to contractual obligations

#### ***2017 Budget Variance Comments***

7010 - Full Time	Increase due to progressions
7017 - Benefits	Increase as per guidelines
7531 - Service Contracts	Decrease due to Microsoft license renewal (every 3 years), offset by increases in other contracts

#### ***2018 Budget Variance Comments***

7010 - Full Time	Increase due to progressions
7017 - Benefits	Increase as per guidelines
7531 - Service Contracts	Increase due to contractual obligations

**2015 - 2018 ARR Listing**

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2015	Maintain/Growth	050-14-04	Client Support Analyst - Audio/Video	1.0	89,622	1,800	6,000	0	97,422
	<b>Maintain/Growth Total</b>			<b>1.0</b>	<b>89,622</b>	<b>1,800</b>	<b>6,000</b>	<b>0</b>	<b>97,422</b>
	Supporting Transformation	050-15-01	Systems Analyst/project leader JDE PT	0.7	67,363	2,150	3,500	73,013	0
		050-15-02	Systems Analyst/Project leader (JDE-Purchasing CI)	1.0	108,439	3,150	3,500	0	115,089
		050-15-03	Systems Analyst/Project leader (AMANDA - Mobility))	1.0	108,439	3,150	3,500	86,751	28,338
		050-15-09	Systems Analyst/Project leader (Asset Mgmt/Sys Integration)	1.0	108,439	3,150	3,500	0	115,089
		050-15-11	Systems Analyst/Project leader (GIS Architect)	1.0	108,439	3,150	3,500	0	115,089
	<b>Supporting Transformation Total</b>			<b>4.7</b>	<b>501,119</b>	<b>14,750</b>	<b>17,500</b>	<b>159,764</b>	<b>373,605</b>
<b>2015 Total</b>				<b>5.7</b>	<b>590,741</b>	<b>16,550</b>	<b>23,500</b>	<b>159,764</b>	<b>471,027</b>
2016	Maintain/Growth	050-15-08	New Property Tax System	0.3	108,439	0	0	36,321	72,118
			Property Tax System - system maintenance	0.0	0	160,000	0	0	160,000
	<b>Maintain/Growth Total</b>			<b>0.3</b>	<b>108,439</b>	<b>160,000</b>	<b>0</b>	<b>36,321</b>	<b>232,118</b>
	New/Enhanced Services	050-15-06A	EDMS Systems Analyst	1.0	118,768	1,900	6,000	0	126,668
	<b>New/Enhanced Services Total</b>			<b>1.0</b>	<b>118,768</b>	<b>1,900</b>	<b>6,000</b>	<b>0</b>	<b>126,668</b>
	Supporting Transformation	050-15-10	Systems Analyst/Project leader (Fire House)	1.0	108,439	3,560	3,700	0	115,699
		050-16-01	Systems Analyst/Project Leader (eGov/eServices)	1.0	111,043	3,150	3,500	0	117,693
		050-16-02	Systems Analyst/Project Leader (Asset Mgt/Sys. Integration)	1.0	111,043	3,150	3,500	0	117,693
		050-16-03	Systems Analyst/Project Leader (GIS)	1.0	111,043	3,150	3,500	0	117,693
		050-16-04	Systems Analyst/Project Leader (JDE - HR)	1.0	111,043	3,150	3,500	0	117,693
	<b>Supporting Transformation Total</b>			<b>5.0</b>	<b>552,611</b>	<b>16,160</b>	<b>17,700</b>	<b>0</b>	<b>586,471</b>
<b>2016 Total</b>				<b>6.3</b>	<b>779,818</b>	<b>178,060</b>	<b>23,700</b>	<b>36,321</b>	<b>945,257</b>
2017	Supporting Transformation	050-17-01	Systems Analyst/Project Leader (Asset Mgt/Sys. Integration)	1.0	113,884	3,150	3,500	0	120,534
		050-17-02	Systems Analyst/Project Leader (GIS)	1.0	113,884	3,150	3,500	0	120,534
		050-17-03	Systems Analyst/Project Leader (Security Analyst	1.0	113,884	3,200	3,500	0	120,584
	<b>Supporting Transformation Total</b>			<b>3.0</b>	<b>341,652</b>	<b>9,500</b>	<b>10,500</b>	<b>0</b>	<b>361,652</b>
<b>2017 Total</b>				<b>3.0</b>	<b>341,652</b>	<b>9,500</b>	<b>10,500</b>	<b>0</b>	<b>361,652</b>
2018	Supporting Transformation	050-15-06B	EDMS Systems Analyst	1.0	124,731	1,900	5,500	0	132,131
		050-15-07	EDMS Technical SME	1.0	124,731	1,900	5,500	0	132,131
		050-18-01	Systems Analyst/Project Leader (GIS)	1.0	116,796	3,150	3,500	0	123,446
	<b>Supporting Transformation Total</b>			<b>3.0</b>	<b>366,258</b>	<b>6,950</b>	<b>14,500</b>	<b>0</b>	<b>387,708</b>
<b>2018 Total</b>				<b>3.0</b>	<b>366,258</b>	<b>6,950</b>	<b>14,500</b>	<b>0</b>	<b>387,708</b>
<b>Grand Total</b>				<b>18.0</b>	<b>2,078,469</b>	<b>211,060</b>	<b>72,200</b>	<b>196,085</b>	<b>2,165,644</b>

## 2015 - 2018 Draft Capital Projects

Budget\$					Group		
Year	Project #	Title	Ward	Project Type	Infrastructure Reserves	Capital from Taxation	Grand Total
2015	IT-3016-13	Personal Computer (PC) Assets Renewal	City-Wide	Technology	350,000		350,000
	IT-3017-13	Enterprise Telephone System Assets Renewal	City-Wide	Technology	390,900		390,900
	IT-3019-13	Central Computing Infrastructure Renewal	City-Wide	Technology	388,800		388,800
	IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	City-Wide	Technology		154,500	154,500
<b>2015 Total</b>					<b>1,129,700</b>	<b>154,500</b>	<b>1,284,200</b>
2016	IT-3016-13	Personal Computer (PC) Assets Renewal	City-Wide	Technology	360,000		360,000
	IT-3017-13	Enterprise Telephone System Assets Renewal	City-Wide	Technology	391,400		391,400
	IT-3019-13	Central Computing Infrastructure Renewal	City-Wide	Technology	389,300		389,300
	IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	City-Wide	Technology		154,500	154,500
<b>2016 Total</b>					<b>1,140,700</b>	<b>154,500</b>	<b>1,295,200</b>
2017	IT-3016-13	Personal Computer (PC) Assets Renewal	City-Wide	Technology	360,000		360,000
	IT-3017-13	Enterprise Telephone System Assets Renewal	City-Wide	Technology	391,400		391,400
	IT-3019-13	Central Computing Infrastructure Renewal	City-Wide	Technology	389,300		389,300
	IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	City-Wide	Technology		154,500	154,500
<b>2017 Total</b>					<b>1,140,700</b>	<b>154,500</b>	<b>1,295,200</b>
2018	IT-2502-14	Electronic Document Management System	City-Wide	Technology		655,000	655,000
	IT-3016-13	Personal Computer (PC) Assets Renewal	City-Wide	Technology	360,000		360,000
	IT-3017-13	Enterprise Telephone System Assets Renewal	City-Wide	Technology	391,400		391,400
	IT-3019-13	Central Computing Infrastructure Renewal	City-Wide	Technology	389,300		389,300
	IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	City-Wide	Technology		154,500	154,500
<b>2018 Total</b>					<b>1,140,700</b>	<b>809,500</b>	<b>1,950,200</b>
2019+	IT-2502-14	Electronic Document Management System	City-Wide	Technology		1,136,200	1,136,200
<b>2019+ Total</b>						<b>1,136,200</b>	<b>1,136,200</b>
<b>Grand Total</b>					<b>4,551,800</b>	<b>2,409,200</b>	<b>6,961,000</b>



CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*Human Resources*



## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

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

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

The Department's focus is to create an environment of mutual respect through the transparent and consistent application of Human Resources policies, practices, and procedures; provide strategic partnership, consultation, and organizational resources; provide personal and professional growth opportunities, and improve and sustain employee engagement.

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

1. Promote fair and transparent application of City HR policies and procedures and collective agreements
2. Ensure a high level of employee engagement
3. Invest in the talent management lifecycle in support of staff excellence
4. An accessible work place and diverse workforce.

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

1. Value and Encourage a Highly Motivated and Engaged Workforce
  - The Department strives to provide a quality work environment that motivates and engages staff. The Department regularly measures staff engagement using internal surveys to gauge success.
2. Attract, Retain & Promote Skilled Staff
  - The Department is committed to attracting, training and promoting skilled staff and consistently and transparently applies Human Resources policies, practices and procedures to ensure fairness in the application of all business processes.
3. Support the Professional Development of Staff
  - The Department supports the professional development of staff by providing personal and professional growth opportunities. Through these actions, staff members promote a learning organizational culture among all employees.

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

Additional Resource Requests					
	2014 Base	2015	2016	2017	2018
Full Time	18	1	2	1	
Part Time					
Overtime					

## 2015-2018 Business Plan

### Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- **Service Delivery**
  - Opportunity to reduce transactional HR services and elevate the role of the HR practitioners where they become strategic advisors to the business units and therefore contributing to the achievement of the corporations strategic objectives.
  - Implementing the revised Performance Management system is a priority initiative.
- **Learning & Organizational Development**
  - Learning & Development strategy is being implemented with the addition of a new resource in 2014.
  - Organizational Development opportunities through the Public Sector Renewal initiative. HR is consulting key stakeholders on the development of an OD strategy.
- **Labour Relations**
  - All labour agreements up to date.
  - Part time CUPE agreement expires in 2015.
  - Maintaining a positive and collaborative working relationship with our bargaining partners.
- **Accessibility and Diversity**
  - Continue to work on accessibility plan and ensure compliance with legislative requirements
  - Demonstrate the value and benefits of diversity
  - Build a strong diverse workforce
- **Technology**
  - Manual data entry and reporting processes limit available resources.
  - Partnering with Information and Technology Management and Innovation and Continuous Improvement in identifying and implementing opportunities to leverage technology on HRM processes.
- **Strategic Planning**
  - The Department continues to move towards a proactive model for Organizational Development and service delivery, facilitated by the HR partners and the revised role of Learning and Organizational Development Specialist.
  - The Department continues to perform needs assessments to identify gaps for Learning & Development.

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- **Labour Relations**
  - Economic slowdown has impacted the department's ability to negotiate with bargaining partners
  - Collective agreement renewals — salary compression issues.
  - Maintaining a positive working relationship with our bargaining partners.
- **Human Resources Strategy**
  - The Corporation's goal of becoming an employer of choice though improved levels of engagement is on track. There are a number of initiatives across the organization that contributes towards this goal.
- **Growth Management**
  - Population growth continues to strain resources to deliver services.
  - VMC and other developments bring unique human resources challenges that do not always

## 2015-2018 Business Plan

- conform with current collective agreements.
- Supporting the implementation of operational reviews.
- Significant recruitment volume as a result of newly created FTEs required to maintain service delivery across the organization.
- **Technology**
  - Opportunity to reduce administrative burden through technology and expand value-added business support.
  - Support for technological solution is dependent upon competing priorities within Innovation and Continuous Improvement and Information Technology and Management.

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Collective agreement negotiations
- Cost of technological infrastructure, which is partially offset by savings (or longer term cost avoidance) in automation of tasks
- Costs associated with upcoming retirements – Knowledge gaps
- Costs associated with securing professional consulting services
- Sustainability of benefits packages

## Work Plan

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

2015 Initiatives			
Become a strategic partner that empowers our people to create a high performing organization	Implementation of new corporate performance evaluation process including new forms, guides and training supports.	Q1	
	Conduct the Employee Engagement Survey. Develop recommendations based on Employee Engagement Survey results.	Q2	
	Review/enhance the City's recruitment strategy (integrating use of technology/ATS) including, implementing a recruitment policy/procedures, employment branding strategy, training and tools.	Q3	
	Implement a Leadership Development Program including Succession Planning framework, competency models.	Q4	

## 2015-2018 Business Plan

Improve Staff Engagement	Implement new onboarding/orientation program.	Q1	
	Implement results of Compensation Review and Develop a new Rewards and Recognition Program.	Q2-4	
Promote a learning organizational culture	Implement new Learning & Development Strategy including Blended Learning; Centres for Excellence; Individual Learning Plans (ILPs); Career Pathing.	Q3	
	Assess accessibility and diversity improvement opportunities and prioritize implementation of same.	Q1	
Leverage technology to improve organizational efficiency and effectiveness	Implement new technology selected for e-performance, e-learning management system, e-applicant recruitment systems.	Q1	*Note: Contingent on supports and resources from ITM for implementation
	Upgrade HRIS infrastructure to support e-applicant/recruitment.	Q1-2	1 FTE
	Upgrade HRIS to support to support e-performance.	Q4	
	Upgrade HRIS to support e-LMS.	Q4	
	Scope out business process analysis and requirements for e-time and attendance management system.	Q2	

## 2016 Initiatives

Become a strategic partner that empowers our people to create a high performing organization	Procure an actuary/consultant to review future costs and sustainability of benefits packages and retirements.	Q2	External Consultant
	Review City's practices related to seasonal and temporary recruitments and implement improvements to streamline processes, improve timeliness and quality of hire.	Q2	
Promote a learning organizational culture	Enhance the City's Occupational Health and Safety Program including a review of the disability management k programs within the City (training, reporting, processes) and efforts to develop/enhance the City's wellness program.	Q3	1 additional FTE

## 2015-2018 Business Plan

	Conduct Needs Analysis for future learning and development requirements.	Q4	
Leverage technology to improve organizational efficiency and effectiveness	Implementation of Time and Attendance Management system for the entire organization (including VFRS).	Q4	1 additional FTE
Improve Staff Engagement	Develop programs that encourage and recognize staff who promote Vaughan through their leadership in professional and other organizations outside the City.	Q3	
<b>2017 Initiatives</b>			
Improve Staff Engagement through knowledge transfer	Develop a mentoring program where select senior employees are responsible for the professional and personal development of one or two junior/intermediate employees.	Q2	Existing resources
Leverage technology to improve organizational efficiency and effectiveness	Upgrade Position Control Module in JD Edwards to help with the following:  <i>Key Features:</i> <ul style="list-style-type: none"> <li>Track employee activity against position budgets and monitor budget to actuals.</li> <li>Automatically generate next year position budgets from employee data or prior budgets.</li> <li>Incorporate approvals for better control over budget allocation.</li> <li>Project year-end costs for headcount, FTEs, salary amounts and hours.</li> <li>Establish position relationships according to organizational hierarchy.</li> </ul>	Q4	
<b>2018 Initiatives</b>			
Become a strategic partner that empowers our people to create a high performing organization	Integrate HRM solutions with employee/Manager Self-Serve i.e. benefits, attendance etc.	Q2	

## 2015-2018 Business Plan

Promote a learning organizational culture	Refresh of the Learning & Development Strategy.	Q2	
Improve Staff engagement through knowledge transfer	Central information – improve information validity and reliability; collection, storage, and access.	Q3	
Leverage technology to improve organizational efficiency and effectiveness	Upgrade and integrate e-business solutions in support of recruitment, performance management, learning & development, and succession planning.	Q4	

## Business Performance

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

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to Vaughan Vision 2020 Strategic Goals and Objectives.

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

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Turnover Rate* (Gross, Voluntary, Involuntary)		Gross:4.39% Vol: Invol:	Gross:3.18% Vol: Invol:	Gross: 4.6% Vol: 3.2% Invol: 1.5%	Gross: 5.9% Vol: 3.9% Invol: 2.0%	
Vacancy Rate				6.2%	7.7%	
Number of Training Courses and Sessions Offered	Course: 48 Session: 128	Course: 40 Session: 105	Course: 64 Session: 55	Course: 43 Session: 78	Course: 47 Session: 171	Course: Session: 47
Number of Employees Participated in Training	2,234	2,444	1,252	974	1,979	

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFECTIVENESS: How well do we do it?</b>						
Number of City FTEs per HR FTE*				95.6	109.6	104
<b>SERVICE QUALITY: Is anyone better off?</b>						
Percentage of Employees Engaged*	40%	N/A	N/A	53% (+13% from 2009 survey)	N/A	60%
Number of Employee We Are Vaughan Awards Handed Out*			99	108	117	99
Total Number of Grievances*	28	31	27	27	24	16

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- Key Performance Indicators will be further evolved through the corporate performance measurement initiative
- The City is experiencing a significant amount of growth and as a result there is significant pressure to attract and retain top talent. KPIs suggest that we are moving in the right direction through improved overall employee engagement.

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**Department Head Sign-off**

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

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**Commissioner Sign-off**

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



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Human Resources</b>																
	<b>Labour Costs</b>															
		7010 Full Time	1,303,118	1,595,162	1,688,010	120,418	0	1,808,428	120,418	7.1%	1,836,385	27,957	1,856,516	20,131	1,859,482	2,966
		7015 Part Time	843,623	883,737	854,434	15,094	0	869,528	15,094	1.8%	878,020	8,492	886,600	8,580	895,180	8,580
		7016 Full Time Contracts	118,651	36,035	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	431,911	515,436	537,406	44,984	0	582,390	44,984	8.4%	600,949	18,559	620,429	19,480	636,072	15,643
		7020 Benefits - FT Contract	11,628	3,585	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>2,708,931</b>	<b>3,033,955</b>	<b>3,079,850</b>	<b>180,496</b>	<b>0</b>	<b>3,260,346</b>	<b>180,496</b>	<b>5.9%</b>	<b>3,315,354</b>	<b>55,008</b>	<b>3,363,545</b>	<b>48,191</b>	<b>3,390,734</b>	<b>27,189</b>
	<b>Other Expenses</b>															
		7060 PCard	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7100 Mileage	20,131	22,263	26,150	0	0	26,150	0	0.0%	26,150	0	26,150	0	26,150	0
		7105 Membership/Dues/Fees	6,676	9,010	8,280	0	0	8,280	0	0.0%	8,280	0	8,280	0	8,280	0
		7110 Meals & Meal Allowances	1,330	5,909	0	0	1,000	1,000	1,000	0.0%	1,000	0	1,000	0	1,000	0
		7115 Training & Development	883	19,132	10,080	0	0	10,080	0	0.0%	10,080	0	10,080	0	10,080	0
		7116 Corporate Training	47,574	33,716	47,839	0	0	47,839	0	0.0%	47,839	0	47,839	0	47,839	0
		7122 Cellular Telephones	5,918	7,036	7,420	0	0	7,420	0	0.0%	7,420	0	7,420	0	7,420	0
		7125 Subscriptions/Publications	5,546	6,616	5,045	0	0	5,045	0	0.0%	5,045	0	5,045	0	5,045	0
		7130 Seminars & Workshops	12,722	16,427	15,550	0	0	15,550	0	0.0%	15,550	0	15,550	0	15,550	0
		7135 Advertising	45,498	81,887	50,000	0	0	50,000	0	0.0%	50,000	0	50,000	0	50,000	0
		7200 Office Supplies	7,509	9,094	8,375	0	0	8,375	0	0.0%	8,375	0	8,375	0	8,375	0
		7205 Computer Supplies	1,942	2,882	1,470	0	0	1,470	0	0.0%	1,470	0	1,470	0	1,470	0
		7210 Office Equip. & Furniture	5,862	38,056	2,705	(500)	0	2,205	(500)	(18.5)%	2,205	0	2,205	0	2,205	0
		7211 Computer Hardware/Software	2,913	10,451	8,210	(5,000)	0	3,210	(5,000)	(60.9)%	3,210	0	3,210	0	3,210	0
		7215 Mtce. & Repairs - Equip	0	9,306	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7220 Copiers, Faxes and Supplies	11,807	8,870	11,730	0	0	11,730	0	0.0%	11,730	0	11,730	0	11,730	0
		7222 Printing	0	3,057	3,430	0	0	3,430	0	0.0%	3,430	0	3,430	0	3,430	0
		7226 Courier Services	5,677	4,820	5,000	0	0	5,000	0	0.0%	5,000	0	5,000	0	5,000	0
		7300 Protective Clothing/Uniforms	2,048	4,519	6,850	0	0	6,850	0	0.0%	6,850	0	6,850	0	6,850	0
		7330 Materials & Supplies	0	0	0	0	6,750	6,750	6,750	0.0%	6,750	0	6,750	0	6,750	0
		7365 Safety Equipment	438	840	980	0	0	980	0	0.0%	980	0	980	0	980	0
		7445 Awards	26,615	32,514	35,000	0	0	35,000	0	0.0%	35,000	0	35,000	0	35,000	0
		7520 Professional Fees	994,317	521,715	462,990	0	0	462,990	0	0.0%	462,990	0	462,990	0	462,990	0
		7630 Wireless/Internet Commun.	683	558	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7698 Grouped Expenses	34,035	14,279	22,555	0	(1,000)	21,555	(1,000)	(4.4)%	21,555	0	21,555	0	21,555	0
		7699 Sundry Expenses	132	3,098	6,925	0	(6,750)	175	(6,750)	(97.5)%	175	0	175	0	175	0
		7700 Chgs. from Othe Depts.	2,767	407	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7712 Joint Serv. Recovery - Library	(40,000)	(40,000)	(40,000)	0	0	(40,000)	0	0.0%	(40,000)	0	(40,000)	0	(40,000)	0
		<b>Total Other Expenses</b>	<b>1,203,025</b>	<b>826,463</b>	<b>706,584</b>	<b>(5,500)</b>	<b>0</b>	<b>701,084</b>	<b>(5,500)</b>	<b>(0.8)%</b>	<b>701,084</b>	<b>0</b>	<b>701,084</b>	<b>0</b>	<b>701,084</b>	<b>0</b>
<b>Total Human Resources</b>			<b>3,911,956</b>	<b>3,860,418</b>	<b>3,786,434</b>	<b>174,996</b>	<b>0</b>	<b>3,961,430</b>	<b>174,996</b>	<b>4.6%</b>	<b>4,016,438</b>	<b>55,008</b>	<b>4,064,629</b>	<b>48,191</b>	<b>4,091,818</b>	<b>27,189</b>

\* Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

7010 - Full Time	Increase due to progressions and economic adjustment
7015 - Part Time	Increase due to increase in crossing guards
7017 - Benefits	Increase as per guidelines
7110 - Meals & Meal Allowanc.	Increase due to reallocation from Grouped Expenses
7210 - Office Equip. & Furniture	Decrease due to removal of one-time funding for 2014 ARR
7211 - Computer Hardwr/Softwr	Decrease due to removal of one-time funding for 2014 ARR
7330 - Materials & Supplies	Increase due to reallocation from Sundry Expenses
7698 - Grouped Expenses	Decrease due to reallocation to Meals & Meal Allowances
7699 - Sundry Expenses	Decrease due to reallocation to Materials & Supplies





# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

### ***2016 Budget Variance Comments***

7010 - Full Time	Increase due to progressions
7015 - Part Time	Increase due to increase in crossing guards
7017 - Benefits	Increase as per guidelines

### ***2017 Budget Variance Comments***

7010 - Full Time	Increase due to progressions
7015 - Part Time	Increase due to increase in crossing guards
7017 - Benefits	Increase as per guidelines

### ***2018 Budget Variance Comments***

7010 - Full Time	Increase due to progressions
7015 - Part Time	Increase due to increase in crossing guards
7017 - Benefits	Increase as per guidelines

## 2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2015	Maintain/Growth	090-15-01	Admin Coordinator (2yr Contract)	1.0	75,650	500	0	0	76,150
		090-16-03	Human Resources Partner	1.0	108,439	2,500	5,000	0	115,939
		Maintain/Growth Total			2.0	184,089	3,000	5,000	0
2015 Total				2.0	184,089	3,000	5,000	0	192,089
2016	Maintain/Growth	090-16-01	HR Specialist, Workplace Health and Safety	1.0	122,151	3,000	5,500	0	130,651
		090-16-02	HR Specialist, Absence and Disability Management	1.0	91,773	2,300	5,600	0	99,673
		Maintain/Growth Total			2.0	213,924	5,300	11,100	0
2016 Total				2.0	213,924	5,300	11,100	0	230,324
2017	Maintain/Growth	090-TBD-02	HR Admin Coordinator	1.0	85,566	1,000	5,600	0	92,166
		090-TBD-03	Awards Budget Increase	0.0	0	15,000	0	0	15,000
		Maintain/Growth Total			1.0	85,566	16,000	5,600	0
2017 Total				1.0	85,566	16,000	5,600	0	107,166
Grand Total				5.0	483,579	24,300	21,700	0	529,579

2015 - 2018 Draft Capital Projects

Budget\$					Group	
Year	Project #	Title	Ward	Project Type	Capital from Taxation	Grand Total
2017	HR-9533-14	Attendance Management Automation	City-Wide	New Initiative	103,000	103,000
2017 Total					103,000	103,000
Grand Total					103,000	103,000



**CITY OF VAUGHAN**

**DRAFT 2015 BUDGET  
AND 2016-2018 PLAN**

***Corporate Asset Management***

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Corporate Asset Management																
	Labour Costs															
		7010 Full Time	0	42,798	42,798	8,366	0	51,164	8,366	19.5%	54,021	2,857	56,345	2,324	58,041	1,696
		7017 Benefits	0	11,469	11,469	2,498	0	13,967	2,498	21.8%	15,018	1,051	16,059	1,041	16,948	889
		<b>Total Labour Costs</b>	0	54,267	54,267	10,864	0	65,131	10,864	20.0%	69,039	3,908	72,404	3,365	74,989	2,585
	Other Expenses															
		7122 Cellular Telephones	0	0	0	0	750	750	750	0.0%	750	0	750	0	750	0
		<b>Total Other Expenses</b>	0	0	0	0	750	750	750	0.0%	750	0	750	0	750	0
<b>Total Corporate Asset Management</b>			0	54,267	54,267	10,864	750	65,881	11,614	21.4%	69,789	3,908	73,154	3,365	75,739	2,585

\* Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

7010 - Full Time                      Increase due to progressions & economic adjustment  
7017 - Benefits                        Increase as per guidelines  
7122 - Cellular Telephones        Increase due to reallocation from City Manager's group

### 2016 Budget Variance Comments

7010 - Full Time                      Increase due to progressions  
7017 - Benefits                        Increase as per guidelines

### 2017 Budget Variance Comments

7010 - Full Time                      Increase due to progressions  
7017 - Benefits                        Increase as per guidelines

### 2018 Budget Variance Comments

7010 - Full Time                      Increase due to progressions  
7017 - Benefits                        Increase as per guidelines



## **CITY OF VAUGHAN**

# **DRAFT 2015 BUDGET AND 2016-2018 PLAN**

***Fleet Management***

## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

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

Fleet Services is responsible for procuring, maintaining and re-marketing all fleet assets. During the assets lifecycle, the administration of a proactive and cost effective maintenance program is employed to ensure that the asset is operating at peak performance, in a safe, reliable manner within of all City Bylaws and Corporate Policies, while adhering to federal and provincial legislative guidelines.

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

1. City vehicles and equipment operate at peak efficiency, in a safe and reliable manner
2. Enable City staff to deliver timely and effective services
3. Promote a positive image of the City through branding, appearance and good state of repair
4. To enhance environmental sustainability by investigating new and emerging technologies that reduces the fleets overall environmental foot print

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

1. Demonstrate Excellence in Service Delivery (Service Excellence)
  - *Key Outcome:* City vehicles and equipment operate in a safe and reliable manner
2. Lead & Promote Environmental Sustainability (Service Excellence)
  - *Department Objective:* Promote environmental sustainability by reducing vehicle emissions
3. Ensure a High Performing Organization (Organizational Excellence)
  - *Department Objective:* Effectively manage the City's fleet assets
4. Attract, Retain & Promote Skilled Staff (Staff Excellence)
  - *Department Objective:* Support the professional development of City staff
5. High performance through continuous improvement (Organization Excellence)
  - *Departmental Objective:* Continuous assessment of City's fleet assets to improve vehicle life cycle

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	2013	2014 Base	Additional Resource Requests			
			2015	2016	2017	2018
Full Time	9	9		1		
Part Time	0	0.69	1			
Overtime	\$27,555					

## 2015-2018 Business Plan

### Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Fleet Asset Management
  - Vehicle/Equipment Reserve Fund and future planned contributions are not adequate to sustain the fleet on a long term basis
  - Vehicle lifecycles are prolonged due to lack of capital funds for replacement vehicles
  - Fleet utilization is inconsistent across the organization
  - Fleet compilation is inconsistent across the organization
  - Fleet acquisition timing does not coincide with seasonal demands making it difficult to meet customer's expectations
  - Fleet Policy is outdated and does not address key components of asset management
  - Fleet data collected is extensive but analysis is limited
  - Fleet Assets are acquired by various departments making it difficult to track PSAB requirements accurately
  - Fleet Asset disbursement is inconsistent
- Fleet Maintenance
  - Preventative maintenance schedule is based on straight timelines and performed on an ad-hoc basis for unlicensed equipment
  - User departments have challenges performing daily vehicle/equipment checks and maintenance increasing fleet maintenance costs and downtime
  - Maintenance of vehicles and equipment is largely contracted out and performed at the discretion of the contractors, hampering the sections ability to provide timely maintenance and repairs while increasing downtime
  - Majority of maintenance performed in house is on off road equipment allowing for quick response times and limited downtime
  - In season maintenance is difficult due to inadequate number of spare vehicles and pieces of equipment
  - Time allocation for minor repairs performed internally, specifically during the morning rush, are inconsistently captured on a work order
  - Internal electronic diagnosis is difficult due lack of training and diagnostic tools
- Fleet Staff Excellence
  - Fleet staff provide a high standard of customer service
  - Clients are not always aware of Fleet administrative processes
  - Training for operators to improve driving skills and educate on daily maintenance expectations is hampered by the lack of a driver Trainer
  - Supply all regulatory information for fleet equipment including licensing, insurance, CVOR forms, up to date ownership forms
  - Ensure the City's CVOR demerit points are within MTO guidelines
  - Enhance driver training for temporary drivers to promote vehicle safety and reduce costs
  - Investigate vehicle and equipment incidents and submit insurance claims
  - Ensure staff are licensed to operate appropriate equipment and are in good standing with all regulatory bodies



## 2015-2018 Business Plan

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- **Fleet Asset Management**
  - Identify minimum vehicle/equipment reserve contributions for long term sustainability
  - Identify lifecycles for equipment based on utilization and timelines
  - Identify vehicles/equipment that are candidates for re-purposing (Over/under utilized)
  - Create Fleet acquisitions standards for all Fleet assets
  - Strategically align capital acquisitions delivery with peak seasonal demands
  - Update Fleet policy to reflect 2015 operational reality
  - Identify Fleet Services as the internal proprietor of all vehicles and equipment for the duration of the assets lifecycle
  - Include environmentally friendly options in all vehicle/equipment acquisitions
  - Create Semi-annual reports for Key Performance Indicators
  - Improve efficiency of record keeping, PSAB compliance and data collection for asset management
  - Improve control of surplus equipment
- **Fleet Maintenance**
  - Improve measurement of productivity and service delivery
  - Safeguard the environment by implementing green fleet maintenance initiatives
  - Reduce the backlog of training activities by moving forward with the recruitment of a driver trainer
  - Streamline preventative maintenance activities to better reflect utilization
  - Increase in house maintenance activities including Provincial Motor Vehicle Inspections
  - Acquire Provincial Motor Vehicle Inspection Station status for trailers, light and medium duty vehicles with a focus to include heavy duty vehicles in the future
  - Create pool vehicles/equipment to ease strain on operations while maintaining equipment during peak seasonal demands
  - Promote internal maintenance and repairs thus improving response times and improving return to service lag times
  - Streamline work order creation to allow quick/small repairs to be captured on work orders
  - Enhance inventory control by assigning specific parts to specific assets and numerating stock on hand
  - Utilize Road Sales Tax exemption fuel for all off road equipment
- **Fleet Staff Excellence**
  - Continue to provide high customer services standards
  - Develop the front line staff to become ambassadors for the all fleet processes
  - Train drivers to improve their driving skills and educate them on daily maintenance expectations
  - Controlling/reducing the accident rate
  - Ensuring the City's CVOR demerit points are within MTO guidelines
  - Create training programs for all vehicles/equipment while ensuring regulatory guidelines are adhered to
  - Approach other service departments to gauge interest in utilizing the current JDE system employed by Fleet for their assets and preventative maintenance schedules
- **Client Staff Excellence**
  - Train and educate front line staff on maintenance and regulatory requirements to operate the Fleet vehicles/equipment
  - Ensure each Commission, Department and District are consistently operating, checking and maintaining the vehicles/equipment on a daily basis
  - Utilizing the Driver trainer, create a train the train system that allows competent staff to train co-workers, students and seasonal employees on the operation of vehicles and equipment

## 2015-2018 Business Plan

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- The Vehicle Reserve Fund is limited, causing increased maintenance costs by prolonging the service life of current vehicles. Future operational costs are expected to rise as a result.
- Create a reserve funding model that identifies the actual contributions needed for the vehicle/equipment reserve to be sustain on a long term basis.
- To create a provincially regulated inspection station for light duty vehicles and trailers, in turn reducing the expenses for general repairs, decreasing downtime and improving repair response.
- Additional Resource is required for a heavy duty mechanic (2016)
- Additional Resource is required for a heavy duty hoist (80,000lbs) and two medium duty hoists (15,000lbs)
- Additional Resource is required for electronic diagnostic tools and tough book laptop for the shop floor
- Additional Resource is required to add Wi-Fi to the shop area
- Additional Resource is required for training staff on new and emerging technologies
- By applying for the Road Sales Tax exemption for all fuel consumed by off road equipment employed by the City, a possible cost avoidance of \$0.14/litre could be recovered, current usage suggests this number could be as high as \$22,000/yr. The equipment affected would be Wood Chippers, Large Area Mowers (LAM's), Sidewalk Plows, Sweepers, Graders, Loaders, Back hoe etc.

## 2015-2018 Business Plan

### Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2014 Initiatives</b>			
Promote environmental sustainability by reducing vehicle emissions	Acquire environmentally friendly vehicles that utilize alternative fuel technology and equipment that meets the Interim Tier IV diesel emissions standards	Q2	
Ensure ideal utilization standards for asset classes	Analyze data collected through the fuel management system and compare against municipal fleet best practices for utilization	Q3	
Provide access to Corporate vehicles for all Fleet clients	Create a Fleet pool of vehicles to be utilized while assets are in for maintenance or for departments that require one off usage of city vehicles	Q4	
<b>2015 Initiatives</b>			
Ensure all Fleet operational supplies are adequate for Seasonal and Emergency Operations	Improve fuel capacity and allocated quantities for City winter maintenance equipment at Public Works facilities	Q1	
Ensure seasonal demands of maintenance and repairs for corporate clients timelines are met	Achieve Provincial Motor Vehicle Inspection Station status, allowing mandatory light/medium duty vehicle and trailer inspections to be performed in house.	Q1	
Continuous support to the professional development of staff through vehicle operation and safety training	Provide training to City of Vaughan staff including seasonal refreshers, daily inspections and maintenance, license enhancements and compliance with provincial guidelines	Q1	
<b>2016 Initiatives</b>			
Effectively manage the City's fleet assets	Utilize existing data and corporate financial systems while providing support to Engineering Services in developing a sustainable financial plan based on AMS	Q1	Funding
Ensure seasonal demands of maintenance	Provide maintenance on heavy duty equipment including Provincial Motor	Q3	Funding Full Time Staff

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
and repairs for corporate clients timelines are met	Vehicle Inspections. Hiring a heavy duty mechanic. Reconfiguring the Fleet garage to better utilize existing space, addition hoists may be identified for acquisition		Heavy Duty Hoist
Ensure ideal utilization standards for asset classes	Analyze data collected through the fuel management system and compare against municipal fleet best practices for utilization	Q3	
<b>2017 Initiatives</b>			
Provide excellent Customer service to all Fleet Clients	Develop a Business Applications page for Fleet Services on the home page for Vaughan online that provide easy access to all Fleet applications, work orders, service requests, Fleet Pool reservations etc.	Q1	Funding for Development
Ensure ideal utilization standards for asset classes	Analyze data collected through the fuel management system and compare against municipal fleet best practices for utilization	Q3	
Continuous support to the professional development of staff through vehicle operation and safety training	Continuous review of the vehicle operations including safety training activities and the city's Commercial Vehicle Operators Records in accordance with the MTO Legislations	Q1	
<b>2018 Initiatives</b>			
Effectively manage the City's fleet assets	Support Engineering Services in the implementation a sustainable financial plan based on AMS	Q1	
Continuous support to the professional development of staff through vehicle operation and safety training	Continuous review of the vehicle operations including safety training activities and the city's Commercial Vehicle Operators Records in accordance with the MTO Legislations	Q2	
Ensure ideal utilization standards for asset classes	Analyze data collected through the fuel management system and compare against municipal fleet best practices for utilization	Q3	

## 2015-2018 Business Plan

### Business Performance

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

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

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

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Operating Cost per vehicle KM (includes depreciation)					\$0.93/km	\$0.93/km
Fuel as % of Annual Operating Cost					28%	28%
Depreciation as % of Annual Operating Cost					47%	47%
Annual Replacement funds % to actual value of Fleet					>1%	1%
Total Actual Operating Costs vs. budgeted costs as a %					78.2%	57% (06/30/2014)
Total Costs of Preventative Maintenance (A, B & C) services for vehicles by class vs. Budgeted Costs as a %	\$140,557	\$154,123	\$175,776	\$200,384	\$228,438	\$81,352 (06/30/2014)

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
Count of vehicles by class	\$140,557	\$154,123	\$175,776	\$200,384	\$228,438	\$81,352 as of May 31/14
Average age by vehicle class	Car – 2004 Dump – 2003 Pickup – 2003 Van - 2003	Car – 2004 Dump – 2004 Pickup – 2004 Van - 2003	Car – 2004 Dump - 2005 Pickup – 2004 Van - 2005	Car – 2004 Dump – 2007 Pickup – 2005 Van - 2005	Car – 2004 Dump – 2007 Pickup – 2005 Van - 2005	Car – 2004 Dump – 2007 Pickup - 2005 Van – 2005 As of June 30/14
Count of vehicles by class	Car – 8 Dump – 30 Pickup - 132 Van - 40	Car – 8 Dump – 34 Pickup – 149 Van - 40	Car – 8 Dump -42 Pickup – 148 Van - 49	Car – 8 Dump – 38 Pickup – 151 Van - 52	Car – 8 Dump – 39 Pickup – 152 Van - 48	Car – 8 Dump – 40 Pickup – 163 Van – 48 As of June 30/14
Utilization by vehicle class (kilometre)			Car –7,873 Dump -8,539 Pickup -11,324 Van – 9,913	Car -8,594 Dump -10,408 Pickup- 10,091 Van -10,770	Car – 7,420 Dump –11,080 Pickup-10,248 Van-10,677	Car – 2,822 Dump – 4,651 Pickup – 4,654 Van – 4,384 As of June 30/14
Number of Work Orders per Clerical FTE	2,705	2,699	2,754	2,598	2,810	1622 (06/30/2014)
Number of Work Orders per Mechanical FTE	466	495	496	496	557	288 (06/30/2014)
General Repair Costs Annual per Vehicle	\$594,711	\$834,012	\$974,973	\$1,072,470	\$1,179,717	\$437,029 (06/30/2014)
Average actual replacement cycle versus recommended					9.6yrs vs. 7.8yrs	9.6yrs vs. 7.8yrs
Replacement backlog as a % of total fleet replacement cost					31%	27%
<b>EFFECTIVENESS: How well do we do it?</b>						
Percentage of Vehicles Receiving Preventative Maintenance on Schedule					98%	98%
Number of vehicles awaiting services as a %					3%	>1%

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
of average number of vehicles serviced per day						
<b>SERVICE QUALITY: Is anyone better off?</b>						
Downtime Rate - % of vehicles out of service for repair as a % of total vehicles in fleet					3.5%	3.5%
% of Fleet utilizing alternative fuel/hybrid technology					0.1%	0.1%
Rate of vehicles to fleet management personnel					517	517

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- Annual repair costs, preventative maintenance costs, and work orders per clerical and mechanical staff continue to increase annually as vehicles age and with the addition of new vehicles/equipment

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**Department Head Sign-off**

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

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# Fleet Services

## 2015-2018 Business Plan

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**Commissioner Sign-off**

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



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Fleet Management</b>																
<b>Revenue</b>																
		3522 Trsf. fm Res. & Res. Funds	97,661	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3574 Rev. fm Recov. Expenses	275	158	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>97,936</b>	<b>158</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Labour Costs</b>																
		7010 Full Time	565,791	599,997	637,474	37,836	0	675,310	37,836	5.9%	683,223	7,913	687,583	4,360	687,583	0
		7012 Overtime	29,247	36,344	29,770	545	0	30,315	545	1.8%	30,315	0	30,315	0	30,315	0
		7015 Part Time	0	11,697	43,491	(5,876)	0	37,615	(5,876)	(13.5)%	39,525	1,910	39,525	0	39,525	0
		7017 Benefits	159,145	168,505	180,550	15,923	0	196,473	15,923	8.8%	202,436	5,963	208,671	6,235	213,740	5,069
		7018 Benefits - Part Time	0	1,127	4,175	(4,175)	0	0	(4,175)	(100.0)%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>754,182</b>	<b>817,670</b>	<b>895,460</b>	<b>44,253</b>	<b>0</b>	<b>939,713</b>	<b>44,253</b>	<b>4.9%</b>	<b>955,499</b>	<b>15,786</b>	<b>966,094</b>	<b>10,595</b>	<b>971,163</b>	<b>5,069</b>
<b>Other Expenses</b>																
		7100 Mileage	50	113	153	0	0	153	0	0.0%	153	0	153	0	153	0
		7103 407-ETR Toll Charges	(14)	67	204	0	0	204	0	0.0%	204	0	204	0	204	0
		7105 Membership/Dues/Fees	253	491	1,061	0	0	1,061	0	0.0%	1,061	0	1,061	0	1,061	0
		7110 Meals & Meal Allowances	0	398	874	0	0	874	0	0.0%	874	0	874	0	874	0
		7115 Training & Development	0	2,648	4,191	0	0	4,191	0	0.0%	4,191	0	4,191	0	4,191	0
		7122 Cellular Telephones	0	2,752	2,361	(2,361)	2,361	2,361	0	0.0%	2,361	0	2,361	0	2,361	0
		7125 Subscriptions/Publications	499	0	305	0	0	305	0	0.0%	305	0	305	0	305	0
		7130 Seminars & Workshops	0	0	814	0	0	814	0	0.0%	814	0	814	0	814	0
		7200 Office Supplies	3,193	4,606	5,111	0	0	5,111	0	0.0%	5,111	0	5,111	0	5,111	0
		7205 Computer Supplies	711	0	500	0	0	500	0	0.0%	500	0	500	0	500	0
		7210 Office Equip. & Furniture	106	194	1,695	0	0	1,695	0	0.0%	1,695	0	1,695	0	1,695	0
		7211 Computer Hardware/Software	0	151	1,960	(1,260)	1,000	1,700	(260)	(13.3)%	1,700	0	1,700	0	1,700	0
		7220 Copiers, Faxes and Supplies	6,620	5,299	7,011	0	0	7,011	0	0.0%	7,011	0	7,011	0	7,011	0
		7222 Printing	9,328	5,161	7,500	0	0	7,500	0	0.0%	7,500	0	7,500	0	7,500	0
		7300 Protective Clothing/Uniforms	5,679	5,948	6,711	0	0	6,711	0	0.0%	6,711	0	6,711	0	6,711	0
		7315 Vehicle Maintenance & Repairs	1,196,690	1,432,354	1,584,718	81,076	0	1,665,794	81,076	5.1%	1,694,114	28,320	1,704,145	10,031	1,715,179	11,034
		7330 Materials & Supplies	34,442	40,367	50,100	0	0	50,100	0	0.0%	50,100	0	50,100	0	50,100	0
		7335 Small Tools & Equipment	2,957	6,092	3,642	0	0	3,642	0	0.0%	3,642	0	3,642	0	3,642	0
		7345 Radio Operations	1,525	766	1,544	0	0	1,544	0	0.0%	1,544	0	1,544	0	1,544	0
		7346 Fuel Operating System	16,871	5,594	8,141	0	0	8,141	0	0.0%	8,141	0	8,141	0	8,141	0
		7520 Professional Fees	0	12,416	49,664	4,687	0	54,351	4,687	9.4%	54,351	0	54,351	0	54,351	0
		7560 Gas/Diesel - Vehicles	28,558	13,226	24,480	0	0	24,480	0	0.0%	24,480	0	24,480	0	24,480	0
		7699 Sundry Expenses	17	641	1,680	0	(1,000)	680	(1,000)	(59.5)%	680	0	680	0	680	0
		7700 Chgs. from Othe Depts.	120	62	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>1,307,604</b>	<b>1,539,345</b>	<b>1,764,420</b>	<b>82,142</b>	<b>2,361</b>	<b>1,848,923</b>	<b>84,503</b>	<b>4.8%</b>	<b>1,877,243</b>	<b>28,320</b>	<b>1,887,274</b>	<b>10,031</b>	<b>1,898,308</b>	<b>11,034</b>
<b>Total Fleet Management</b>			<b>1,963,851</b>	<b>2,356,858</b>	<b>2,659,880</b>	<b>126,395</b>	<b>2,361</b>	<b>2,788,636</b>	<b>128,756</b>	<b>4.8%</b>	<b>2,832,742</b>	<b>44,106</b>	<b>2,853,368</b>	<b>20,626</b>	<b>2,869,471</b>	<b>16,103</b>

\* Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

7010 - Full Time	Increase due to progression, job evaluation and economic adjustment
7012 - Overtime	Increase due to economic adjustment
7015 - Part Time	Decrease due to correction related to 2014 ARR
7017 - Benefits	Increase as per budget guidelines and reallocation from Benefits - Part time
7018 - Benefits - Part time	Decrease due to reallocation to Benefits line
7211 - Computer Hardwr/Softwr	Decrease due to removal of one time expenses for 2014 ARR, offset by reallocation from Sundry
7315 - Vehicle Mainten.& Repairs	Increase as per budget guidelines
7520 - Professional Fees	Increase due to correction related to 2014 ARR
7699 - Sundry Expenses	Decrease due to reallocation to Computer Hardwr/Softwr



## Revenue and Expenditure Summary

### 2015 Operating Budget & 2016-18 Operating Plan

#### ***2016 Budget Variance Comments***

7010 - Full Time	Increase due to progression
7015 - Part Time	Increase due to progression
7017 - Benefits	Increase as per budget guidelines
7315 - Vehicle Mainten.& Repairs	Increase as per budget guidelines

#### ***2017 Budget Variance Comments***

7010 - Full Time	Increase due to progression
7017 - Benefits	Increase as per budget guidelines
7315 - Vehicle Mainten.& Repairs	Increase as per budget guidelines

#### ***2018 Budget Variance Comments***

7017 - Benefits	Increase as per budget guidelines
7315 - Vehicle Mainten.& Repairs	Increase as per budget guidelines

2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2015	(blank)	165-15-02	Driver and Compliance Trainer - FT Conversion	0.3	89,622	0	0	89,622	0
	(blank) Total			0.3	89,622	0	0	89,622	0
2015 Total				0.3	89,622	0	0	89,622	0
Grand Total				0.3	89,622	0	0	89,622	0

## 2015 - 2018 Draft Capital Projects

Budget\$	Project #	Title	Ward	Project Type	Group Developmen t Charges	Gas Tax	Infrastructur e Reserves	Other Sources	Capital from Taxation	Grand Total	
Year											
2015	FL-5157-15	BYLAW- Replace Unit #1160 with Quad Cab 4x4 Pickup	City-Wide	Replacement			30,900			30,900	
	FL-5158-15	BLDG STNDARDS-Replace Unit #1332 with 1/2 ton Quad Cab 4x2 pickup	City-Wide	Replacement			27,800			27,800	
	FL-5169-15	BYLAW-Replace Unit #1207 with 1/2 Quad Cab 4x4 pickup	City-Wide	Replacement			30,900			30,900	
	FL-5201-15	BYLAW-Replace Unit #1276 with 1/2 ton Quad Cab 4x4 pickup	City-Wide	Replacement			30,900			30,900	
	FL-5205-15	ENG DEV TRANSP-Replace Unit #1270 with 1/2 ton Quad Cab pickup	City-Wide	Replacement			27,800			27,800	
	FL-5232-15	ENG SERVICES-Replace Unit #1366 with1/2 ton Quad Cab 4x2 pickup	City-Wide	Replacement			27,800			27,800	
	FL-5249-15	PKS-FORESTRY-Replace Unit #1346 with 1/2 ton Quad Cab 4x4 pickup	City-Wide	Replacement			30,100			30,100	
	FL-5298-15	BYLAW- Additional 1/2 ton eco-diesel pickup	City-Wide	Growth	27,540	7,500			3,060	38,100	
	FL-5299-15	BYLAW- Additional 1/2 ton eco-diesel pickup	City-Wide	Growth	27,540	7,500			3,060	38,100	
	FL-5303-15	B&F-Replace Unit#1320 with 3/4 ton cargo van	City-Wide	Replacement			57,600			57,600	
	FL-5315-15	PKS-Replace Units #1374,1375 with a 16' large area mower	City-Wide	Replacement			82,400			82,400	
	FL-5320-15	PKS- Replace Unit #1146 with a 3/4 ton crew cab pickup	City-Wide	Replacement			36,100			36,100	
	FL-5335-15	PKS - Replace Unit #1287 with 3/4 ton crew cab pickup	City-Wide	Replacement			36,100			36,100	
	FL-5352-15	PKS-Replace Unit #1607 with 16' large area mower	City-Wide	Replacement			82,400			82,400	
	FL-5354-15	PKS-Replace Unit #1707,1708,1714 with zero turn mowers	City-Wide	Replacement			40,200			40,200	
	FL-5396-15	PKS-Replace Unit #1656 with 3/4 ton crew cab pickup	City-Wide	Replacement			36,100			36,100	
	FL-5422-15	PW-RDS-Replace Unit #1209 with tandem roll off dump truck	City-Wide	Replacement			283,250			283,250	
	FL-5452-15	PKS-Buy out sidewalk plow lease	City-Wide	New Initiative	76,000					36,900	112,900
	FL-5487-15	BYLAW-Replace Unit #1509 with compact sedan	City-Wide	Replacement			30,900				30,900
	FL-5504-15	PW-RDS - Additional Material handling arm & lifting forks for CatLoader	City-Wide	Growth	28,299					3,144	31,443
	FL-5505-15	PW-RDS- Additional Small Equipment	City-Wide	Growth	28,299					3,144	31,443
	FL-5507-15	PW-RDS - 2 ton Utility truck box with hydraulic platform extension	City-Wide	Growth	18,866					2,096	20,962
	FL-5508-15	PW-RDS - Additional Hydraulic plate packer attachment for backhoe	City-Wide	Growth	18,866					2,096	20,962
	FL-5510-15	DEV/TRANS/ENG - Additional Quad Cab pickup	City-Wide	Growth	28,300					3,144	31,444
	FL-5511-15	DEV/TRANS/ENG - Additional Quad Cab pickup	City-Wide	Growth	28,300					3,144	31,444
	FL-5512-15	B&F - Unit #6113 - Buy out of leased van	City-Wide	Growth	18,540					2,060	20,600
	FL-5513-15	PW-WATER - Additional Quad cab pickup	City-Wide	New Initiative			51,500				51,500
	FL-5514-15	PW - WATER - Additional Quad Cab Pickup	City-Wide	New Initiative			51,500				51,500
	FL-5515-15	BYLAW - Replace Unit #2049 with 1/2 ton Quad cab pickup	City-Wide	Replacement			12,350		18,550		30,900
	2015 Total					300,550	15,000	1,006,600	18,550	61,848	1,402,548
	2016	FL-5211-16	PW-RDS-Replace Unit #1370 with 1/2 ton Quad Cab 4x4 pickup	City-Wide	Replacement			30,900			30,900
		FL-5242-16	PW-WATER-Replace Unit #1554 with 3/4 ton cargo van	City-Wide	Replacement			36,100			36,100
FL-5243-16		PW-WATER-Replace Unit#1562 with a 3/4 ton cargo van	City-Wide	Replacement			36,100			36,100	
FL-5300-16		ENG DEV TRANSP-Replace Unit #1364 with 1/2 ton Quad Cab 4x2 pickup	City-Wide	Replacement			27,800			27,800	
FL-5353-16		PKS-Replace Unit #1608 with 16' large area mower	City-Wide	Replacement			82,400			82,400	
FL-5361-16		PKS-Replace Unit #1565,1566 with 16' large area mower	City-Wide	Replacement			82,400			82,400	
FL-5421-16		PW-RDS-Replace Unit #1344 with Regenerative street sweeper	City-Wide	Replacement			288,400			288,400	
FL-5468-16		PW-WATER--Replace Unit #1563 with 3/4 ton cargo van	City-Wide	Replacement			36,100			36,100	
FL-5478-16		PW-WASTEWATER-Replace Unit #1731 with 3/4 ton 4x4 Quad Cab picku	City-Wide	Replacement			43,300			43,300	
FL-5488-16		BYLAW-Replace Unit #1684 with compact sedan	City-Wide	Replacement			25,800			25,800	
FL-5489-16		BYLAW-Replace Unit #1685 with compact sedan	City-Wide	Replacement			25,800			25,800	
FL-5500-16		PW-RDS- Additional tandem roll off dump truck with plow/wing .	City-Wide	Growth	254,925					28,325	283,250
FL-5501-16		BYLAW - Additional enduro-motorcycles	City-Wide	Growth	18,866					2,096	20,962
FL-5502-16		PW-RDS- Additional Air Regenerative Sweeper	City-Wide	Growth	259,560					28,840	288,400
FL-5503-16		BYLAW - Additional Animal Control Vehicle	City-Wide	Growth	66,117					7,346	73,463
FL-5506-16		BYLAW - Additional Animal Control Vehicle	City-Wide	Growth	66,117					7,346	73,463
2016 Total					665,585		715,100		73,953	1,454,638	
2017	FL-5215-17	PKS-Additional 2 ton 4x4 crew cab dump truck	City-Wide	New Initiative					67,000	67,000	
	FL-5221-17	PKS- Additional sand sifters	City-Wide	New Initiative					72,100	72,100	
	FL-5278-17	PKS- Additional dual stream compactor refuse truck	City-Wide	New Initiative					133,900	133,900	
	FL-5323-17	PKS-Replace Unit#1371 with 3/4 ton crew cab pickup	City-Wide	Replacement			36,100			36,100	
	FL-5333-17	PKS-HORT- Replace Unit#1352 with 1 ton reg. cab 4x4 dump truck	City-Wide	Replacement			27,800		28,900	56,700	
	FL-5426-17	PW-RDS-Replace Unit #1373 with Regenerative street sweeper	City-Wide	Replacement			288,400			288,400	
	FL-5431-17	PW-RDS-Replace Unit #1702 with service body sign truck with sliding platf	City-Wide	Replacement			100,400			100,400	

## 2015 - 2018 Draft Capital Projects

Year	Project #	Title	Ward	Project Type	Development Charges	Gas Tax	Infrastructure Reserves	Other Sources	Capital from Taxation	Grand Total
2017	FL-5436-17	B&F-Replace Unit #1670 with 3/4 ton cargo van	City-Wide	Replacement			61,800			61,800
	FL-5440-17	PKS- Additional salt supply systems	City-Wide	Growth	24,100				2,700	26,800
	FL-5466-17	PW-WATER-Replace Unit #1665 with 3/4 ton cargo van	City-Wide	Replacement			36,100			36,100
<b>2017 Total</b>					<b>24,100</b>		<b>550,600</b>		<b>304,600</b>	<b>879,300</b>
2018	FL-5168-18	Building Standards - Replace Unit #1333 with 1/2 ton Quad Cab 4x2pickup	City-Wide	Replacement			27,800			27,800
	FL-5192-18	PKS-Replace Unit #1434 with 3/4 ton Quad Cab 4x4 pickup	City-Wide	Replacement			30,900			30,900
	FL-5200-18	BYLAW- Replace Unit #1448 with 1/2 ton Quad Cab 4x4 pickup	City-Wide	Replacement			30,900			30,900
	FL-5250-18	PKS-FORESTRY-Replace Unit #1015 with backhoe loader & attachments	City-Wide	Replacement			87,600		25,700	113,300
	FL-5274-18	PKS- Additional loader and fork attachment for Unit #1856	City-Wide	New Initiative					20,600	20,600
	FL-5275-18	PKS- Additional loader and fork attachment for Unit #1857	City-Wide	New Initiative					20,600	20,600
	FL-5276-18	PKS- Additional loader and fork attachment for Unit #1858	City-Wide	New Initiative					20,600	20,600
	FL-5285-18	PKS-FORESTRY- Additional 9" drum chipper	City-Wide	New Initiative					36,050	36,050
	FL-5286-18	PKS-FORESTRY- Additional 16 ft. log trailer with crane lift	City-Wide	New Initiative					20,600	20,600
	FL-5290-18	PW-RDS-Additional Small Equipment	City-Wide	New Initiative					36,100	36,100
	FL-5292-18	PW-RDS- Additional concrete grinder	City-Wide	New Initiative					36,100	36,100
	FL-5293-18	PW - RDS - 1 New additional Anti-Icing Tank	City-Wide	New Initiative					25,800	25,800
	FL-5295-18	PW-RDS- Additional steamer/generator	City-Wide	New Initiative					51,500	51,500
	FL-5306-18	B&F- Replace Unit #974 with ice resurfacer	City-Wide	Replacement			103,000			103,000
	FL-5311-18	B&F- Replace Unit #1055 with ice resurfacer	City-Wide	Replacement			103,000			103,000
	FL-5313-18	B&F- Replace Unit #1070 with ice resurfacer	City-Wide	Replacement			103,000			103,000
	FL-5317-18	PKS- Replace Unit #1347 with 1/2 ton Quad Cab 4x4 pickup	City-Wide	Replacement			30,900			30,900
	FL-5409-18	PKS-FORESTRY-Replace Unit #1633 with H.D. wood-chipper	City-Wide	Replacement			51,500			51,500
	FL-5411-18	PKS-FORESTRY-Replace Unit #1519 with Bucket chipper truck	City-Wide	Replacement			226,600			226,600
	FL-5427-18	PW-RDS-Replace Unit #1159 with tandem dump truck	City-Wide	Replacement			309,000			309,000
	FL-5428-18	PW-RDS-Replace Unit #1289 with tandem dump truck	City-Wide	Replacement			309,000			309,000
<b>2018 Total</b>							<b>1,413,200</b>		<b>293,650</b>	<b>1,706,850</b>
2019+	FL-5154-19	PKS-Replace Unit #1028 with landscape trailer	City-Wide	Replacement			20,600			20,600
	FL-5155-19	PW-RDS-Replace Unit #868 with landscape trailer	City-Wide	Replacement			25,800			25,800
	FL-5174-19	PKS-Replace Unit #1058 with landscape trailer	City-Wide	Replacement			20,600			20,600
	FL-5175-19	PKS-Replace Unit #1087 with landscape trailer	City-Wide	Replacement			20,600			20,600
	FL-5176-19	PKS-Replace Unit #1099 with landscape trailer	City-Wide	Replacement			20,600			20,600
	FL-5202-19	PKS-Replace Unit #1179 with tandem axle trailer & crane	City-Wide	Replacement			41,200			41,200
	FL-5204-19	ENG DEV TRANSP- Replace Unit #1365 with Quad Cab pickup	City-Wide	Replacement			27,800			27,800
	FL-5233-19	PW-WASTE MGMT-Replace Unit #1269 with 1/2 ton QuadCab 4x2 pickup	City-Wide	Replacement			27,800			27,800
	FL-5241-19	PW-WASTEWATWER-Replace Unit #1425 with 1/2 ton Quad Cab 4x2 pickup	City-Wide	Replacement			27,800			27,800
	FL-5248-19	PKS-FORESTRY-Replace Unit #1079 with stump cutter	City-Wide	Replacement			41,200			41,200
	FL-5291-19	Public Works - Roads - (3) Additional slide-in salters	City-Wide	New Initiative					24,700	24,700
	FL-5301-19	B&F-Replace Unit #1246 with 3/4 ton Quad Cab 4x4 pickup w/plow	City-Wide	Replacement			43,300			43,300
	FL-5302-19	B&F-Replace Unit #1156 with 3/4 ton cargo van	City-Wide	Replacement			61,800			61,800
	FL-5304-19	B&F- Replace Unit #852 with ice resurfacer	City-Wide	Replacement			103,000			103,000
	FL-5305-19	B&F-Replace Unit # 957 with ice resurfacer	City-Wide	Replacement			103,000			103,000
	FL-5307-18	Parks - Replace Unit#1027 with a slope mower	City-Wide	Replacement			72,100			72,100
	FL-5308-19	B&F - Replace Unit #1147 with 1/2 ton Quad Cab 4x4 pickup	City-Wide	Replacement			30,900			30,900
	FL-5314-19	B&F-Replace Unit #1427 with 1/2 ton Quad Cab 4x4 pickup	City-Wide	Replacement			30,900			30,900
	FL-5316-19	PW-WASTE MGMT.- Replace Unit #1348 with 1/2 ton Quad Cab 4x2 pickup	City-Wide	Replacement			27,800			27,800
	FL-5318-19	RECREATION-Replace Unit #1148 with Passenger mini van	City-Wide	Replacement			25,800			25,800
	FL-5319-19	PKS-Replace Unit #1286 with a 2 ton Quad Cab 4x4 dump truck	City-Wide	Replacement			66,950			66,950
	FL-5322-19	FLEET MGMT- Replace Unit #1369 with 1/2 ton 4x4 crew cab diesel pickup	City-Wide	Replacement			51,500			51,500
	FL-5324-19	PKS-Replace Unit #1445 with a 3/4 ton crew cab pickup	City-Wide	Replacement			36,100			36,100
	FL-5325-19	PKS-HORT-Replace Unit #1436 with a 3/4 ton HD cargo van	City-Wide	Replacement			36,050			36,050
	FL-5326-19	PKS-Replace Unit #1446 with a 3/4 ton crew cab pickup	City-Wide	Replacement			36,100			36,100
	FL-5330-19	FLEET MGMT-Replace Unit #1157 with 1/2 ton Quad Cab 4x4 pickup	City-Wide	Replacement			30,900			30,900
	FL-5331-19	PKS-DEV-Replace Unit #1368 with 1/2 ton crew cab 4x4 pickup truck	City-Wide	Replacement			27,800			27,800
	FL-5336-19	PKS-Replace Unit #1212 with Utility Vehicle	City-Wide	Replacement			20,600			20,600
	FL-5345-19	PKS-Replace Unit #1574 with Slope Mower	City-Wide	Replacement			72,100			72,100
	FL-5347-19	PKS-Replace Unit #1406 with Utility Vehicle	City-Wide	Replacement			20,600			20,600
	FL-5348-19	PKS-Replace Unit #1511 with narrow sidewalk tractor with plow/salts spread	City-Wide	Replacement			63,900			63,900

## 2015 - 2018 Draft Capital Projects

Year	Project #	Title	Ward	Project Type	Development Charges	Gas Tax	Infrastructure Reserves	Other Sources	Capital from Taxation	Grand Total
2019+	FL-5349-19	PKS-Replace Unit #1512 with narrow sidewalk tractor with plow/salts spread	City-Wide	Replacement			63,900			63,900
	FL-5350-19	PKS-Replace Unit #1513 with narrow sidewalk tractor with plow/salts spread	City-Wide	Replacement			63,900			63,900
	FL-5351-19	PKS-Replace Unit #1535 with 3/4 ton cargo van	City-Wide	Replacement			36,100			36,100
	FL-5355-19	PKS-Replace Unit #1718 with large area mower	City-Wide	Replacement			46,400			46,400
	FL-5356-19	PKS-Replace Unit #1719 with large area mower	City-Wide	Replacement			46,400			46,400
	FL-5357-19	PKS-Replace Unit #1720 with large area mower	City-Wide	Replacement			46,400			46,400
	FL-5358-19	PKS-Replace Unit #1452 with a tractor mounted aerator	City-Wide	Replacement			33,000			33,000
	FL-5359-19	PKS-Replace Unit #1845 with 10' large area mower mower	City-Wide	Replacement			46,400			46,400
	FL-5360-19	PKS-Replace Unit #1843 with 16' large area	City-Wide	Replacement			82,400			82,400
	FL-5362-19	PKS-Replace Unit #1844 with 16' large area mower	City-Wide	Replacement			82,400			82,400
	FL-5363-19	PKS-Replace Unit #1846,1847,1848 with zero turn mowers	City-Wide	Replacement			40,200			40,200
	FL-5364-19	PKS-Replace Unit #1559 with Weed tank sprayer	City-Wide	Replacement			23,700			23,700
	FL-5365-19	FLT-Replace Unit #1138 with compact sedan	City-Wide	Replacement			30,900			30,900
	FL-5366-19	PKS-Replace Unit #1357 with H.D. tractor	City-Wide	Replacement			72,100			72,100
	FL-5367-19	PKS-HORT-Replace Unit #1593 with 3/4 ton Quad Cab 4x4 pickup w/plow	City-Wide	Replacement			51,500			51,500
	FL-5368-19	PKS-Replace Unit #1314 with 6 ton trailer	City-Wide	Replacement			20,600			20,600
	FL-5369-19	PKS-Replace Unit #1315 with 6 ton trailer	City-Wide	Replacement			20,600			20,600
	FL-5370-19	PKS-Replace Unit #1353 with 6 ton trailer	City-Wide	Replacement			20,600			20,600
	FL-5371-19	PKS-Replace Unit #1354 with 6 ton trailer	City-Wide	Replacement			20,600			20,600
	FL-5372-19	PKS-Replace Unit #1355 with 6 ton trailer	City-Wide	Replacement			20,600			20,600
	FL-5373-19	PKS-Replace Unit# 1108,1240,1322 with diamond groomers	City-Wide	Replacement			27,800			27,800
	FL-5374-19	PKS-Replace Unit #1420 with 3 ton trailer	City-Wide	Replacement			20,600			20,600
	FL-5375-19	PKS-Replace Unit #1421 with 3 ton trailer	City-Wide	Replacement			20,600			20,600
	FL-5376-19	PKS-Replace Unit #1422 with 3 ton trailer	City-Wide	Replacement			20,600			20,600
	FL-5377-19	PKS-Replace Unit #1201 with 6 ton trailer	City-Wide	Replacement			20,600			20,600
	FL-5378-19	PKS-Replace Unit #1500 with 6 ton trailer	City-Wide	Replacement			20,600			20,600
	FL-5379-18	PKS-Replace Unit #1502 with 6 ton trailer	City-Wide	Replacement			20,600			20,600
	FL-5380-19	PKS-Replace Unit #1503 with 6 ton trailer	City-Wide	Replacement			20,600			20,600
	FL-5381-19	PKS-Replace Unit #1504 with 6 ton trailer	City-Wide	Replacement			20,600			20,600
	FL-5382-19	PKS-Replace Unit #1295 with Tractor with attachments	City-Wide	Replacement			72,100			72,100
	FL-5383-19	PKS-Replace Unit #1704 with weed tank sprayer	City-Wide	Replacement			23,700			23,700
	FL-5384-19	PKS-Replace Unit #909 with top dresser	City-Wide	Replacement			21,600			21,600
	FL-5385-19	PKS-Replace Unit #1136 with top dresser	City-Wide	Replacement			21,600			21,600
	FL-5386-19	PKS-Replace Unit #1555 with 4 ton trailer	City-Wide	Replacement			20,600			20,600
	FL-5387-19	PKS-Replace Unit #1556 with 4 ton trailer	City-Wide	Replacement			20,600			20,600
	FL-5388-19	PKS-Replace Unit #1572 with 7 ton trailer	City-Wide	Replacement			20,600			20,600
	FL-5389-19	PKS-Replace Unit #1772 with 1 ton reg. cab 4x4 Dump truck	City-Wide	Replacement			56,700			56,700
	FL-5390-19	PKS-Replace Unit #1773 with 1 ton Dump truck	City-Wide	Replacement			56,700			56,700
	FL-5391-19	PKS-Replace Unit #1775 with 1 ton Dump truck	City-Wide	Replacement			56,700			56,700
	FL-5392-19	PKS-Replace Unit #1444 with 3/4 ton crew cab pickup	City-Wide	Replacement			36,100			36,100
	FL-5393-19	PKS-Replace Unit #1578 with 1/2 ton Quad Cab pickup	City-Wide	Replacement			30,900			30,900
	FL-5394-19	PKS-Replace Unit #1583 with 3/4 ton crew cab pickup	City-Wide	Replacement			36,100			36,100
	FL-5395-19	PKS-Replace Unit #1655 with 3/4 ton crew cab pickup	City-Wide	Replacement			36,100			36,100
	FL-5397-19	PKS-Replace Unit #1657 with 3/4 ton Quad Cab 4x4 pickup w/plow	City-Wide	Replacement			51,500			51,500
	FL-5398-19	PKS-Replace Unit #1673 with 3/4 ton crew cab pickup	City-Wide	Replacement			36,100			36,100
	FL-5399-19	PKS-Replace Unit #1582 with 3/4 ton crew cab pickup	City-Wide	Replacement			36,100			36,100
	FL-5400-19	PKS-Replace Unit #1589 with 1/2 ton 4x4 QuadCab pickup	City-Wide	Replacement			30,900			30,900
	FL-5401-19	PW-RDS-Replace Unit #1290 with tandem dump truck	City-Wide	Replacement			288,400			288,400
	FL-5402-19	PKS-Replace Unit #1723 with 3/4 ton crew cab pickup	City-Wide	Replacement			36,100			36,100
	FL-5403-19	PKS-Replace Unit #1724 with 1/2 ton 4x4 Quad Cab pickup	City-Wide	Replacement			30,900			30,900
	FL-5404-19	PKS-Replace Unit #1795 with 1/2 ton 4x4 Quad Cab pickup	City-Wide	Replacement			30,900			30,900
	FL-5405-19	PKS-Replace Unit #1809 with 3/4 ton crew cab pickup	City-Wide	Replacement			36,100			36,100
	FL-5406-19	PKS-Replace Unit #1810 with 3/4 ton crew cab pickup	City-Wide	Replacement			36,100			36,100
	FL-5407-19	PKS-Replace Unit #1811 with 3/4 ton crew cab pickup	City-Wide	Replacement			36,100			36,100
	FL-5408-19	PKS-FORESTRY-Replace Unit #1029 with 12 ft. trailer	City-Wide	Replacement			20,600			20,600
	FL-5410-19	PKS-FORESTRY-Replace Unit #1660 with 2 ton dump truck	City-Wide	Replacement			92,700			92,700
	FL-5413-19	PKS-HORT-Replace Unit # 1634 with 3/4 ton Quad Cab 4x4 pickup w/plow	City-Wide	Replacement			51,500			51,500

## 2015 - 2018 Draft Capital Projects

Year	Project #	Title	Ward	Project Type	Development Charges	Gas Tax	Infrastructure Reserves	Other Sources	Capital from Taxation	Grand Total
2019+	FL-5414-19	PKS-Replace Unit #1672 with 3/4 ton crew cab pickup	City-Wide	Replacement			36,100			36,100
	FL-5415-19	PKS-HORT-Replace Unit #1531 with 3/4 ton cargo van	City-Wide	Replacement			30,900			30,900
	FL-5416-19	PKS-HORT-Replace Unit #1584 with 3/4 ton crew cab pickup	City-Wide	Replacement			36,100			36,100
	FL-5417-19	PKS-HORT-Replace Unit #1467,1468,1486,1487,1528 with water tank sprayer	City-Wide	Replacement			20,600			20,600
	FL-5423-19	PW-RDS-Replace Unit #1297 with Backhoe	City-Wide	Replacement			113,300			113,300
	FL-5425-19	PW-RDS-Replace Unit #1094 with tandem dump truck	City-Wide	Replacement			309,000			309,000
	FL-5429-19	PW-RDS-Replace Unit #1298 with Tandem dump truck	City-Wide	Replacement			309,000			309,000
	FL-5430-19	PW-RDS-Replace Unit #1527 with 1/2 ton 4x4 Quad Cab pickup	City-Wide	Replacement			30,900			30,900
	FL-5433-19	B&F-Replace Unit #1153 with passenger mini van	City-Wide	Replacement			25,800			25,800
	FL-5434-19	B&F-Replace Unit #1532 with 3/4 ton cargo van	City-Wide	Replacement			61,800			61,800
	FL-5435-19	B&F-Replace Unit #1638 with 3/4 ton cargo van	City-Wide	Replacement			61,800			61,800
	FL-5437-19	B&F-Replace Unit #1521 with 1/2 ton Quad Cab pickup	City-Wide	Replacement			30,900			30,900
	FL-5453-19	PKS- Additional narrow sidewalk tractor with plow/salter/blower/sweeper attachment	City-Wide	Growth	76,000				8,500	84,500
	FL-5455-19	PKS- Additional narrow sidewalk tractor with winter attachments	City-Wide	Growth	76,000				8,500	84,500
	FL-5456-19	PKS- Additional narrow sidewalk tractor with winter attachments	City-Wide	Growth	76,000				8,500	84,500
	FL-5457-19	PKS- Additional narrow sidewalk tractor with winter attachments	City-Wide	Growth	76,000				8,500	84,500
	FL-5458-19	PKS-Additional narrow sidewalk tractor with winter attachments	City-Wide	Growth	76,000				8,500	84,500
	FL-5470-19	PW-WATER-Replace Unit #1575 with 3/4 ton cargo van	City-Wide	Replacement			36,100			36,100
	FL-5471-19	PW-WATER-Replace Unit #1526 with 3/4 ton Quad Cab pickup	City-Wide	Replacement			51,500			51,500
	FL-5472-19	PW-WATER-Replace Unit #1664 with 3/4 ton cargo van	City-Wide	Replacement			36,100			36,100
	FL-5473-19	ENG SERVICES-Replace Unit #1557 with 1/2 ton Quad Cab 4x2 pickup	City-Wide	Replacement			27,800			27,800
	FL-5474-19	ENG SERVICES-Replace Unit #1588 with 1/2 ton 4x2 Quad Cab pickup	City-Wide	Replacement			27,800			27,800
	FL-5475-19	ENG SERVICES-Replace Unit #1632 with 1/2 ton 4x2 Quad Cab pickup	City-Wide	Replacement			27,800			27,800
	FL-5476-19	CLKS-RECORD MGMT-Replace Unit #1646 with 3/4 ton cargo van	City-Wide	Replacement			36,100			36,100
	FL-5477-19	CLKS-LICENSING-Replace Unit #1569 with compact sedan	City-Wide	Replacement			30,900			30,900
	FL-5479-19	PW-WASTEWATER-Replace Unit #1586 with 1/2 ton 4x2 Quad Cab pickup	City-Wide	Replacement			27,800			27,800
	FL-5480-19	PW-WASTEWATER-Replace Unit #1182 & 1199 with Dump truck with crane	City-Wide	Replacement			164,800			164,800
	FL-5481-19	PKS DEV-Replace Unit #1426 with 1/2 ton crew cab pickup	City-Wide	Replacement			30,900			30,900
	FL-5482-19	EMERG MGMT-Replace Unit #1505 with passenger mini van	City-Wide	Replacement			25,800			25,800
	FL-5483-19	PW-ADMIN-Replace Unit #1661 with 1/2 ton Quad Cab pickup	City-Wide	Replacement			27,800			27,800
	FL-5484-19	PW-WATER-Replace Unit #1671 with 1/2 ton 4x2 Quad Cab pickup	City-Wide	Replacement			27,800			27,800
	FL-5490-19	BYLAW-Replace Unit #1558 with 1/2 ton 4x2 Quad Cab pickup	City-Wide	Replacement			27,800			27,800
	FL-5491-19	BLDG STANDARDS-Replace Unit #1626 with 1/2 ton 4x2 Quad Cab pickup	City-Wide	Replacement			27,800			27,800
	FL-5492-19	BLDG STANDARDS-Replace Unit #1627 with 1/2 ton 4x2 Quad Cab pickup	City-Wide	Replacement			27,800			27,800
	FL-5493-19	BLDG STANDARDS-Replace Unit #1628 with 1/2 ton 4x2 Quad Cab pickup	City-Wide	Replacement			27,800			27,800
	FL-5494-19	BLDG STANDARDS-Replace Unit #1629 with 1/2 ton 4x2 Quad Cab pickup	City-Wide	Replacement			27,800			27,800
	FL-5495-19	BLDG STANDARDS-Replace Unit #1630 with 1/2 ton 4x2 Quad Cab pickup	City-Wide	Replacement			27,800			27,800
	FL-5496-19	BLDG STANDARDS-Replace Unit #1631 with 1/2 ton 4x2 Quad Cab pickup	City-Wide	Replacement			27,800			27,800
	FL-5498-19	BYLAW-Replace Unit #1796 with compact sedan	City-Wide	Replacement			25,800			25,800
2019+ Total					380,000		5,486,200		67,200	5,933,400
Grand Total					1,370,235	15,000	9,171,700	18,550	801,251	11,376,736



CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*Building & Facilities*



## 2015-2018 Business Plan

### Business Overview

#### **Service Statement:**

B&F provides professional construction and property management services for the benefit of Vaughan's residents and City of Vaughan staff.

#### **Core Activities:**

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

#### **Key Outcomes & Results:**

1. Provide safe and clean facilities for all users of City-owned facilities.
2. Support all City Departments by maintaining the facilities from which they provide services to the public.
3. Maintain approved services standards while ensuring operational efficiency and effectiveness.
4. Promote environmental sustainability through operational practices and building enhancements.

#### **Link to Vaughan Vision 2020:**

1. **Demonstrate Excellence in Service Delivery**
  - City-owned facilities operate according to a high standard of cleanliness and safety.
2. **Promote Community Safety, Health & Wellness**
  - The Department provides security for employees, residents, and users of City buildings, and ensures that construction, renovation and maintenance activities are performed in a safe manner.
  - Building and Facilities maintains the facilities from which other departments operate programs that provide safety, health and wellness to City residents.
3. **Lead & Promote Environmental Sustainability**
  - The Building and Facilities supports projects and initiatives led by the Environmental Sustainability Department to make City buildings more energy efficient and reduce the environmental footprint of operations.
4. **Manage Corporate Assets**
  - Collaborating with stakeholders to develop and implement the corporate Asset Management Strategy.
  - Maintain facilities in a state of good working order which reduces the need for costly and disruptive emergency repairs.

#### **Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	2014 Base	Additional Resource Requests			
		2015	2016	2017	2018
Full Time	107 (+3)	(+1)	(+11)	(+14)	(0)
Part Time (Union)	3	0	0	0	0
Part Time (Non Union)	21	0	0	0	0
Overtime	\$60,815	\$10,000	\$5,000	\$5,000	\$5,000

## 2015-2018 Business Plan

### Service Profile

#### Current Service State:

- **Project Management**
  - Staff are knowledgeable in all aspects of facility construction, maintenance and repairs.
  - Project Management technology support is based on the Microsoft suit of products: Excel; MS Project; Outlook & Eclipse.
  - Project Management skills are based on best practices and staff's considerable experience in the field. Training in Project Management has started and is ongoing
  - Communication with project stakeholders is good, and stakeholders are included in the decision making process.
  - Staff is challenged with managing numerous projects, and there is a lack of project management resources, resulting in necessary projects being deferred.
- **Service Quality**
  - Maintaining service levels when expanding & repairing existing facilities with only limited or minor inconvenience to service users remains a challenge both logistically and financially.
  - The lack of a lifecycle database makes forecasting future replacement needs very difficult. This may lead to down time in high importance buildings as a result of unpredictable failures. Recruiting an Asset Management Coordinator (approved 2014 position) is a priority.
  - B&F follows maintenance guidelines in maintaining equipment. A work order system is in place to handle work requests, however this system is rudimentary, and an upgraded system capable of scheduling and cost tracking is needed.
- **Staffing**
  - Staff is trained to handle job responsibilities, and to meet code/law requirements.
  - Meeting training requirements for existing and new staff, while handling regular assignments is challenging.
  - Annual turnover of new facility staff has been reduced, but remains a challenge.
  - A multitude of vacancies are being addressed by hiring and promoting employees with the necessary skills, education and experience to effect positive change. The following positions have been filled since January 2014:
    - Manager, Facilities
    - Supervisor, Facilities
    - Manager, Building Construction
    - Supervisor, Contract and Leases
    - Architectural Technologist
  - The following positions are expected to be filled by the end of 2014:
    - Supervisor of Corporate Facilities
    - Asset Management Coordinator
- **Environmental Sustainability**
  - An energy audit, initiated in 2013, has been completed. The Environmental Sustainability Department is looking into funding sources for implementing the audit's recommendations
  - Energy reduction measures are being pursued and purchasing more energy efficient equipment is a consideration in the replacement of energy consuming building components (lighting; HVAC; pumps).

#### Future Direction for the Service:

- **Project Management**
  - Implement project management software as a common reporting tool, as well as for project tracking and project control.
  - Providing the tracking and invoicing of capital projects in B&F and ceasing to rely on PD staff in that respect

## 2015-2018 Business Plan

- Building on staff's existing expertise and experience, increase training in project management methodology; develop an internal consistent and documented methodology for project delivery.
- Manage the project management work load to deliver successful projects, and increase resources in that Division.
- **Environmental Sustainability**
  - Support the Environmental Sustainability department to research new energy-efficient technologies that will enable cost-savings and promote environmental sustainability.
  - Develop an energy optimization plan that will prioritize the implementation of measures based on parameters such as: financial viability (ROI), correlation with programs that operate from the facility that is being upgraded; reduction in GHG; etc.
  - The implementation of energy reduction measures may not significantly reduce the City's future hydro bills, as the fixed cost of transmission, and the increasing cost of the Global Adjustment factor, increase as the percentage of the overall Hydro bill. However, without implementing these measures, the City will pay even more for its Hydro consumption.
- **Service Quality**
  - Implement Maintenance Management Software to increase the effectiveness of the preventative maintenance program.
  - Continuously improve customer service through: additional training; customer satisfaction surveys; increased and seamless cooperation with internal stakeholders.
  - The growing volume of health & safety regulatory controls and standards, requires that staff be proactive and vigilant in preventing potential hazards in City facilities.
- **Asset Management**
  - Develop the Lifecycle Management Plan (LMP) for B&F, in conjunction with the City's development of the Asset Management program. The LMP will allow B&F staff to prioritize preventative maintenance work so that down time in facilities is reduced to a minimum; it will assist in forecasting the need for future City resources, and it will provide current information of the amount and cost of deferred maintenance.
  - As part of the LMP, B&F will initiate a Building Condition Audit (BCA) program to develop a lifecycle database.
  - All of the above will be done in unison with the development of the City's Asset Management initiative.

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- The overall cost of constructing and renovating facilities continues to rise. Contributing factors are: the increasingly litigious nature of the construction industry; increasing legislative requirements; cost of new technologies.
- The long term funding allotment for the maintenance and operation of City facilities will need to increase as additional facilities are constructed.
- The service levels that will be developed as part of the Asset Management initiative are likely to have a financial impact.

## 2015-2018 Business Plan

### Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2015 Initiatives			
Effectively Manage Corporate Assets	Implement an electronic asset maintenance program in collaboration with the corporate Asset Management Initiative.	Q3	
	Conduct building condition audits and continue the development of the LMP.	Q4	
	Conduct long term plans for space accommodation at City Hall	Q2	This will necessitate a capital project.
Increase Project Management Capabilities	Project Management staff to obtain PMP designations.	Q4	
	Document internal project management delivery standards	Q2	
	Increase the number of Project Managers in the Department so that here is a more realistic correlation between the number of capital projects, and the resources to implement them. Alternately, consider outsourcing more projects, which will increase capital requirements.	Q3	2 ARR to be submitted for 2015.
Reorganize B&F	Review JD for various staff to make sure that they are current	Q2	
	Review the success of the reorganization that took place in 2014 and adjust where needed		
2016 Initiatives			
Effectively Manage Corporate Assets	Train staff on the electronic Asset Management system and software.	Q2	
	Create the path for the information generated by Facility Operators to be incorporated into the Lifecycle Database.	Q1	
	Continue to perform building condition audits to populate the	Q4	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Lifecycle Database.		
	Act on the outcome of the long term plan for staff accommodations at City Hall and the JOC		If significant modifications are required, may require a large capital investment
Increase Project Management Capabilities	Seek to benchmark B&F Project Management proficiency with similar organizations.	Q4	
	Review the number of projects in light of PM staff. This specifically with regards to upcoming large capital projects: City Hall Master Plan continuation;	Q2	
	As per the proposed 2016 capital budget, begin the construction of the Block 11 Community Centre and Library	Q2	
	Initiate construction of F/H 7-3	Q2	
<b>2017 Initiatives</b>			
Effectively Manage Corporate Assets	Achieve a state in which the lifecycle database is up to date and captures all relevant building information. Use this information to plan the capital in 2018	Q2	
Increase Project Management Capabilities	Review the number of projects in light of PM staff.		
	As per the anticipated 2017 budget, continue the second phase of the City Hall master plan.		
<b>2018 Initiatives</b>			
Effectively Manage Corporate Assets	Utilizing the Lifecycle database, develop a long term plan for maintaining the City's buildings in a state of good repairs.  In conjunction with the Manager AM and the AM program implement a risk based methodology to define service levels		

## 2015-2018 Business Plan

### Business Performance

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

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

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

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Building Square Footage maintained and operated and Annual Cost*	1,433,201 \$19,726,233	1,729,103 \$20,280,610	1,737,903 \$20,280,610	1,686,903 \$20,235,775	1,691,903 \$20,701,669	1,691,903
Annual Cost divided by square footage	\$13.76	\$11.73	\$11.67	\$12.00	\$12.24	
Number of Building Square Feet Maintained and operated per FTE	18,734	22,168	16,872	21,086	21,148	
<b>EFFECTIVENESS: How well do we do it?</b>						
Utilities Consumption per Square Foot for all Major Buildings		\$34.00	\$34.00	\$34.00	\$36.70	
<b>SERVICE QUALITY: Is anyone better off?</b>						
Quality of the Facilities						To be obtained from planned community survey

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- Staff continue to maintain a high level of service using available resources.
- Utilities consumption is expected to increase marginally over time.
- Opportunities to improve service quality measurement via customer service feedback.



# Building and Facilities

## 2015-2018 Business Plan

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**Department Head Sign-off**

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

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**Commissioner Sign-off**

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



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Forecast 2014	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Buildings and Facilities																
Joint Service Revenue																
		3572 Joint Service Revenue	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Joint Service Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Revenue																
		3574 Rev. frm Recov. Expenses	151,461	130,675	80,416	205	0	80,621	205	0.3%	80,853	232	81,110	257	81,110	0
		3586 Rents and Concessions	183,549	194,080	158,940	820	0	159,760	820	0.5%	160,621	861	161,480	859	161,480	0
		3614 General Revenue	15,054	17,074	20,000	0	0	20,000	0	0.0%	20,000	0	20,000	0	20,000	0
		3618 Dept. Misc. Revenues	5,441	76,185	25,000	0	0	25,000	0	0.0%	25,000	0	25,000	0	25,000	0
		3790 Reserves Revenue	160,521	166,835	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>516,024</b>	<b>584,850</b>	<b>284,356</b>	<b>1,025</b>	<b>0</b>	<b>285,381</b>	<b>1,025</b>	<b>0.4%</b>	<b>286,474</b>	<b>1,093</b>	<b>287,590</b>	<b>1,116</b>	<b>287,590</b>	<b>0</b>
Labour Costs																
		7010 Full Time	6,564,575	6,744,178	7,186,115	132,432	0	7,318,547	132,432	1.8%	7,395,799	77,252	7,420,268	24,469	7,426,287	6,019
		7012 Overtime	135,990	113,445	60,815	3,570	9,135	73,520	12,705	20.9%	73,662	142	73,811	149	72,811	(1,000)
		7015 Part Time	246,570	221,668	159,928	62,139	0	222,067	62,139	38.9%	222,067	0	222,067	0	222,067	0
		7016 Full Time Contracts	50,664	53,813	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	1,819,915	1,865,002	1,964,048	72,247	3,255	2,039,550	75,502	3.8%	2,098,274	58,724	2,157,494	59,220	2,211,584	54,090
		7018 Benefits - Part Time	0	(744)	(2,775)	2,775	0	0	2,775	(100.0)%	0	0	0	0	0	0
		7020 Benefits - FT Contract	4,965	5,354	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>8,822,679</b>	<b>9,002,717</b>	<b>9,368,131</b>	<b>273,163</b>	<b>12,390</b>	<b>9,653,684</b>	<b>285,553</b>	<b>3.0%</b>	<b>9,789,802</b>	<b>136,118</b>	<b>9,873,640</b>	<b>83,838</b>	<b>9,932,749</b>	<b>59,109</b>
Other Expenses																
		7100 Mileage	9,376	14,234	19,962	0	0	19,962	0	0.0%	19,962	0	19,962	0	19,962	0
		7103 407-ETR Toll Charges	0	703	1,751	0	0	1,751	0	0.0%	1,751	0	1,751	0	1,751	0
		7105 Membership/Dues/Fees	2,836	2,059	3,375	(95)	0	3,280	(95)	(2.8)%	3,280	0	3,280	0	3,280	0
		7110 Meals & Meal Allowances	1,186	2,792	1,564	0	0	1,564	0	0.0%	1,564	0	1,564	0	1,564	0
		7115 Training & Development	7,729	13,938	13,566	0	0	13,566	0	0.0%	13,566	0	13,566	0	13,566	0
		7120 Telephone Charges	0	2,160	2,460	0	0	2,460	0	0.0%	2,460	0	2,460	0	2,460	0
		7122 Cellular Telephones	39,784	35,317	40,748	3,984	(3,984)	40,748	0	0.0%	40,748	0	40,748	0	40,748	0
		7125 Subscriptions/Publications	248	2,795	1,496	0	0	1,496	0	0.0%	1,496	0	1,496	0	1,496	0
		7130 Seminars & Workshops	0	960	6,391	0	0	6,391	0	0.0%	6,391	0	6,391	0	6,391	0
		7135 Advertising	0	0	641	0	0	641	0	0.0%	641	0	641	0	641	0
		7200 Office Supplies	7,924	6,381	7,661	0	0	7,661	0	0.0%	7,661	0	7,661	0	7,661	0
		7203 Drafting Supplies	0	938	933	0	0	933	0	0.0%	933	0	933	0	933	0
		7205 Computer Supplies	0	933	933	0	0	933	0	0.0%	933	0	933	0	933	0
		7210 Office Equip. & Furniture	1,330	7,271	7,403	0	0	7,403	0	0.0%	7,403	0	7,403	0	7,403	0
		7211 Computer Hardware/Software	3,094	11,100	10,552	(2,210)	0	8,342	(2,210)	(20.9)%	8,342	0	8,342	0	8,342	0
		7215 Mtce. & Repairs - Equip	0	967	1,156	0	0	1,156	0	0.0%	1,156	0	1,156	0	1,156	0
		7220 Copiers, Faxes and Supplies	18,223	23,821	15,985	0	9,316	25,301	9,316	58.3%	25,301	0	25,301	0	25,301	0
		7222 Printing	14	215	980	0	0	980	0	0.0%	980	0	980	0	980	0
		7300 Protective Clothing/Uniforms	26,978	39,727	55,841	0	0	55,841	0	0.0%	55,841	0	55,841	0	55,841	0
		7310 Mtce. Buildings & Facil.	2,824,208	2,728,657	3,681,069	44,507	(338,420)	3,387,156	(293,913)	(8.0)%	3,386,771	(385)	3,587,899	201,128	3,588,389	490
		7312 General Repairs	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7317 Utility Services	5,298,767	5,290,999	5,295,709	287,438	0	5,583,147	287,438	5.4%	5,908,301	325,154	6,622,268	713,967	6,989,566	367,298
		7321 Other Fuel	6,164	9,491	8,183	0	0	8,183	0	0.0%	8,183	0	8,183	0	8,183	0
		7325 Janitorial Services	435,836	444,795	454,936	0	0	454,936	0	0.0%	454,936	0	475,432	20,496	475,432	0
		7330 Materials & Supplies	682,712	510,800	600,086	0	0	600,086	0	0.0%	600,086	0	626,492	26,406	626,492	0
		7331 Contractor & Contractor Mat.	401,213	624,555	550,620	0	150,394	701,014	150,394	27.3%	701,014	0	730,014	29,000	730,014	0
		7333 Contract Services	37,388	35,508	38,160	0	0	38,160	0	0.0%	38,160	0	38,160	0	38,160	0
		7335 Small Tools & Equipment	72,650	35,706	105,391	0	0	105,391	0	0.0%	105,391	0	111,137	5,746	111,137	0
		7345 Radio Operations	232	232	997	0	0	997	0	0.0%	997	0	997	0	997	0
		7347 Two-way Radios	46,309	0	0	45,893	(45,893)	0	0	0.0%	0	0	0	0	0	0
		7355 Garbage Disposal Services	258,923	239,319	295,892	0	1,346	297,238	1,346	0.5%	297,238	0	301,169	3,931	301,169	0
		7365 Safety Equipment	11,966	15,451	31,166	0	0	31,166	0	0.0%	31,166	0	31,166	0	31,166	0
		7410 Rental, Leases - Equipment	13,319	20,494	32,046	0	0	32,046	0	0.0%	32,046	0	33,213	1,167	33,213	0





# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Actual Forecast 2014*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
		7415 Rental, Leases - Vehicles	4,893	5,926	7,714	0	0	7,714	0	0.0%	7,714	0	7,714	0	7,714	0
		7420 Rental, Leases - Buildings	276,919	383,037	396,863	5,027	0	401,890	5,027	1.3%	407,119	5,229	407,119	0	407,119	0
		7510 Cleaning Services	809,387	715,515	811,134	0	12,455	823,589	12,455	1.5%	823,589	0	886,645	63,056	886,645	0
		7520 Professional Fees	9,973	8,212	0	0	20,000	20,000	20,000	0.0%	20,000	0	20,000	0	20,000	0
		7560 Gas/Diesel - Vehicles	31,017	23,540	37,292	0	0	37,292	0	0.0%	37,292	0	37,292	0	37,292	0
		7605 Security Services	296,282	302,135	291,679	20,437	0	312,116	20,437	7.0%	312,116	0	312,116	0	312,116	0
		7610 Security System Surveillance & Monitoring	25,881	30,086	90,490	0	86,990	177,480	86,990	96.1%	177,480	0	177,480	0	177,480	0
		7630 Wireless/Internet Commun.	2,215	1,165	2,076	0	0	2,076	0	0.0%	2,076	0	2,076	0	2,076	0
		7640 Cable Tv/Satellite	11,605	11,490	11,644	0	0	11,644	0	0.0%	11,644	0	11,644	0	11,644	0
		7698 Grouped Expenses	3,177	3,077	2,400	0	(1,000)	1,400	(1,000)	(41.7)%	1,400	0	1,400	0	1,400	0
		7699 Sundry Expenses	147	432	790	0	0	790	0	0.0%	790	0	790	0	790	0
		7700 Chgs. from Othe Depts.	0	124	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7705 Charges from Facilities	18,125	24,189	12,500	0	0	12,500	0	0.0%	12,500	0	12,500	0	12,500	0
		7710 Internal Recoveries	(7,286)	(2,740)	(100)	0	0	(100)	0	0.0%	(100)	0	(100)	0	(100)	0
		7712 Joint Serv. Recovery - Library	(298,097)	(321,271)	(326,047)	(18,898)	0	(344,945)	(18,898)	5.8%	(344,945)	0	(344,945)	0	(344,945)	0
		7715 Recoveries from Facilities	(18,125)	(21,466)	(12,500)	0	0	(12,500)	0	0.0%	(12,500)	0	(12,500)	0	(12,500)	0
		7785 Trsf to Reserve Other	160,521	166,835	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>11,535,042</b>	<b>11,452,605</b>	<b>12,613,588</b>	<b>386,083</b>	<b>(108,796)</b>	<b>12,890,875</b>	<b>277,287</b>	<b>2.2%</b>	<b>13,220,873</b>	<b>329,998</b>	<b>14,285,770</b>	<b>1,064,897</b>	<b>14,653,558</b>	<b>367,788</b>
<b>Total Buildings and Facilities</b>			<b>19,841,697</b>	<b>19,870,473</b>	<b>21,697,363</b>	<b>658,221</b>	<b>(96,406)</b>	<b>22,259,178</b>	<b>561,815</b>	<b>2.6%</b>	<b>22,724,201</b>	<b>465,023</b>	<b>23,871,820</b>	<b>1,147,619</b>	<b>24,298,717</b>	<b>426,897</b>

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

3574 - Rev from Recov. Expenses	Increase due to Region agreement for Station 7-8 & 7-9
3586 - Rents & Concessions	Increase due to correction for Cell Tower revenue and Daycare at North Thornhill, addition of Day Care at City Hall and JOC parking lot rental, offset by reduction at McMillan property
7010 - Full Time	Increase due to economic adjustments
7012 - Over Time	Increase due to hourly rate correction and reallocations from various accounts
7015 - Part Time	Increase due to reversal of 2014 ARR part time conversions
7017 - Benefits	Increase in relation to salaries and budget guideline increases
7018 - Benefits - Part Time	Administrative correction
7105 - Memberships/Dues/Fees	Administrative correction
7211 - Computer Hardware/Software	Removal of 2014 ARR one time costs
7220 - Copiers, Faxes and Supplies	Reallocated from Mtce. Buildings & Facilities
7310 - Mtce. Buildings & Facil.	Reallocate to Contracts
7317 - Utilities	Increase as per guidelines and volume
7331 - Contractor	Increase in price for various contracts
7355 - Garbage Disposal Services	Increase in volume
7420 - Rental, Leases - Buildings	Increase in lease agreement for Dufferin Yard
7510 - Cleaning	Reallocated from Mtce. Buildings & Facilities
7520 - Professional Fees	Reallocated from Mtce. Buildings & Facilities
7605 - Security Services	Increase in contract price and volume
7610 - Security System	Reallocated from Mtce. Buildings & Facilities
7700 - Chrg from other Depts	Decrease due to account realignment
7712 - Joint Serv Recoveries	Increase due to account realignment

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

### 2016 Budget Variance Comments

3574 - Rev from Recov. Expenses	Increase due to Region agreement for Station 7-8 & 7-9
3586 - Rents & Concessions	Increase due to Cell Tower lease agreement
7010 - Full Time	Increase due to pro-rated progressions
7012 - Over Time	Increase due to pro-rated progressions
7017 - Benefits	Increase in relation to salaries and budget guideline increases
7310 - Mtce. Buildings & Facil.	Reallocate to Rentals
7317 - Utilities	Increase as per guidelines and volume
7420 - Rental, Leases - Buildings	Increase in lease agreement for Dufferin Yard

### 2017 Budget Variance Comments

3574 - Rev from Recov. Expenses	Increase due to Region agreement for Station 7-8 & 7-9
3586 - Rents & Concessions	Increase due to Cell Tower lease agreement
7010 - Full Time	Increase due to pro-rated progressions
7012 - Over Time	Increase due to pro-rated progressions
7017 - Benefits	Increase in relation to salaries and budget guideline increases
7310 - Mtce. Buildings & Facil.	Increase due to Carville CC opening for half year
7317 - Utilities	Increase as per guidelines, volume and Carville CC opening for half year
7325 - Janitorial Services	Increase due to Carville CC opening for half year
7330 - Materials & Supplies	Increase due to Carville CC opening for half year
7331 - Contractor	Increase due to Carville CC opening for half year
7335 - Small Tools & Equip	Increase due to Carville CC opening for half year
7355 - Garbage Disposal Services	Increase due to Carville CC opening for half year
7410 - Rental, Leases - Equipment	Increase due to Carville CC opening for half year
7510 - Cleaning	Increase due to Carville CC opening for half year

### 2018 Budget Variance Comments

7010 - Full Time	Increase due to pro-rated progressions
7012 - Over Time	Decrease due to reallocations
7017 - Benefits	Increase in relation to salaries and budget guideline increases
7310 - Mtce. Buildings & Facil.	Increase due to reallocations
7317 - Utilities	Increase as per guidelines

## 2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2015	Maintain/Growth	160-15-03	Capital Project Supervisor	1.0	108,439	1,500	17,000	0	126,939
	<b>Maintain/Growth Total</b>			<b>1.0</b>	<b>108,439</b>	<b>1,500</b>	<b>17,000</b>	<b>0</b>	<b>126,939</b>
	Supporting Transformation	160-15-01	Project Manager	1.0	119,288	1,500	17,000	0	137,788
		160-15-05	Property Manager	1.0	119,288	1,500	17,000	0	137,788
	<b>Supporting Transformation Total</b>			<b>2.0</b>	<b>238,576</b>	<b>3,000</b>	<b>34,000</b>	<b>0</b>	<b>275,576</b>
<b>2015 Total</b>				<b>3.0</b>	<b>347,015</b>	<b>4,500</b>	<b>51,000</b>	<b>0</b>	<b>402,515</b>
2017	Maintain/Growth	160-TBD-05	Technical Clerk	1.0	76,697	200	2,750	0	79,647
	<b>Maintain/Growth Total</b>			<b>1.0</b>	<b>76,697</b>	<b>200</b>	<b>2,750</b>	<b>0</b>	<b>79,647</b>
	Previous Decisions	160-14-01	Assistant Foreperson	1.0	68,105	0	0	0	68,105
		160-16-02	Facility Operator I - Block 11	9.0	556,288	0	0	0	556,288
		160-16-03	PT Facility Operator - Carrville	1.8	41,373	0	0	0	41,373
	<b>Previous Decisions Total</b>			<b>11.8</b>	<b>665,766</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>665,766</b>
<b>2017 Total</b>				<b>12.8</b>	<b>742,463</b>	<b>200</b>	<b>2,750</b>	<b>0</b>	<b>745,413</b>
<b>Grand Total</b>				<b>15.8</b>	<b>1,089,478</b>	<b>4,700</b>	<b>53,750</b>	<b>0</b>	<b>1,147,928</b>

## 2015 - 2018 Draft Capital Projects

Budget\$						Group					
Year	Project #	Title	Ward	Project Type	Development Charges	Debenture Financing	Gas Tax	Infrastructure Reserves	Capital from Taxation	Grand Total	
2015	BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	W5	Replacement				67,000		67,000	
	BF-8378-15	Carrville Community Centre and District Park	W4	Growth	3,421,283				451,075	3,872,358	
	BF-8407-15	Al Palladini Community Centre - East Side - Island - Concrete CurbReplacements	W2	Replacement				52,406		52,406	
	BF-8408-15	Al Palladini Community Centre - Patio Deck Concrete Replacement	W2	Replacement				39,829		39,829	
	BF-8425-15	Al Palladini Community Centre Painting East and West Arenas	W2	Replacement				84,460		84,460	
	BF-8428-15	JOC - Rooftop Replacements	W1	Replacement				61,800		61,800	
	BF-8429-15	Dufferin Clark Community Centre - Boiler Replacements	W5	Replacement				61,800		61,800	
	BF-8430-15	Garnet A Williams Community Centre - Boiler Replacements	W5	Replacement				82,400		82,400	
	BF-8432-15	Rosemount Community Centre - Boiler System Upgrades	W5	Replacement				82,400		82,400	
	BF-8433-15	Al Palladini Community Centre - Boiler Replacements	W2	Replacement				82,400		82,400	
	BF-8434-15	Maple Community Centre - Boiler Replacements	W1	Replacement				82,400		82,400	
	BF-8435-15	Woodbridge Pool & Arena - Rooftop Replacements	W2	Replacement				51,500		51,500	
	BF-8436-13	Security Camera & Equipment Replacements	City-Wide	Replacement				87,550		87,550	
	BF-8462-15	Father Ermano Bulfon CC Outdoor Rink-Refrigeration Plant EquipmentReplacement	W2	Replacement				149,350		149,350	
	BF-8463-15	Al Palladini CC Refrigeration Plant Equipment Replacement	W2	Replacement				334,750		334,750	
	BF-8470-15	All Facilities - Designated Substance Audits (approx. 85 facilities in total)	City-Wide	New Initiative				337,050		337,050	
	BF-8472-15	Garnet A. Williams C.C. - Upgrade option study	W5	New Initiative				56,650		56,650	
	BF-8473-15	Bathurst Clark Library - Parking Lot Redesign & Resurface	W5	Replacement				401,700		401,700	
	BF-8474-15	Dufferin Clark C.C. - Replace roof shingles	W5	Replacement				61,800		61,800	
	BF-8475-15	Father Ermano Bulfon CC Outdoor Rink - Replace Doors, Modify Concrete Pads, Relocate Ex. Services &	W2	Replacement				61,800		61,800	
	BF-8476-15	Building upgrades to meet AODA Requirements	City-Wide	New Initiative				309,000		309,000	
	BF-8479-15	Kleinburg United Church Renovation	W1	New Initiative				980,200		980,200	
	BF-8480-15	City Hall & JOC - Master Plan Study for Internal Space Utilization	W1	New Initiative					283,300	283,300	
	BF-8487-15	Building Condition Audits	City-Wide	New Initiative			110,000			110,000	
	BF-8499-15	Condenser Fan Silencer Package	W2	Health & Safety					25,750	25,750	
2015 Total					3,421,283		110,000	3,528,245	760,125	7,819,653	
2016	BF-8278-16	Chancellor Community Centre - Gym Locker Replacements	W3	Replacement				37,900		37,900	
	BF-8297-16	JOC - Retrofit Fire Department Training Area Washrooms	W1	Replacement				73,600		73,600	
	BF-8329-16	Al Palladini Community Centre Arena Benches Capping	W2	Replacement				46,400		46,400	
	BF-8357-16	Rainbow Creek Park - Electrical Cabinet Replacement	W2	Replacement				20,600		20,600	
	BF-8358-16	Promenade Park - Electrical Cabinet Replacement	W5	Replacement				20,600		20,600	
	BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	W5	Replacement				67,000		67,000	
	BF-8378-15	Carrville Community Centre and District Park	W4	Growth	30,803,696				4,061,022	34,864,718	
	BF-8399-16	Maple Community Centre - Outdoor Courtyard Refurbishment	W1	Replacement				90,846		90,846	
	BF-8404-16	Woodbridge Arena - Replace Arena Boards	W2	Replacement				118,750		118,750	
	BF-8423-16	Al Palladini Community Centre New Score Clock for East Arena Centre Ice	W2	Replacement				77,250		77,250	
	BF-8431-16	Michael Cranny House - HVAC Upgrades	W1	Replacement				25,750		25,750	
	BF-8476-15	Building upgrades to meet AODA Requirements	City-Wide	New Initiative				309,000		309,000	
	BF-8477-16	CCTV Connection to City's Network (8 out of approx. 25 locations)	City-Wide	New Initiative					107,100	107,100	
	BF-8478-16	Garnet A. Williams C.C. - Building Automation System Replacement	W5	Replacement				136,000		136,000	
	BF-8481-16	Fire Station 7-3 - Ex. Fuel Tank Removal	W2	Legal/Regulatory				61,800		61,800	
	BF-8487-15	Building Condition Audits	City-Wide	New Initiative			110,000			110,000	
	BF-8496-16	Maple Community Center Arena Header Replacement	W1	Replacement				51,500		51,500	
2016 Total					30,803,696		110,000	1,136,996	4,168,122	36,218,814	
2017	BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	W5	Replacement				67,000		67,000	
	BF-8387-17	City Hall Public Square/Underground Parking Structure/Outdoor Rink	W1	New Initiative		20,970,800				20,970,800	
	BF-8405-17	Garnet Williams - Renovate Pool Changerooms	W5	Replacement				157,220		157,220	
	BF-8410-17	Installation of Fencing to the Indoor Bocce Courts at MCC, FEBCC,DCCC, CCC	City-Wide	New Initiative					66,950	66,950	
	BF-8471-17	Merino Centennial Centre - Parking Lot Expansion	W1	New Initiative					88,400	88,400	
	BF-8476-15	Building upgrades to meet AODA Requirements	City-Wide	New Initiative				309,000		309,000	
	BF-8477-16	CCTV Connection to City's Network (8 out of approx. 25 locations)	City-Wide	New Initiative					107,100	107,100	
	BF-8482-17	Vellore Village C.C. - Renovations	W1	New Initiative					502,700	502,700	
	BF-8483-17	Maple C.C. - Renovations	W1	New Initiative					368,800	368,800	
	BF-8484-17	North Thornhill C.C. - Modify gym divider	W5	New Initiative					74,200	74,200	
	BF-8485-17	Dufferin Clark C.C. - Renovations	W5	New Initiative					368,800	368,800	
	BF-8486-17	New Sidewalk from Rutherford Rd south along Pierre Berton ResourceLibrary	W2	New Initiative					87,000	87,000	
	BF-8487-15	Building Condition Audits	City-Wide	New Initiative			110,000			110,000	
2017 Total						20,970,800	110,000	533,220	1,663,950	23,277,970	
2018	BF-8094-18	Al Palladini Community Centre Pool Change Rooms Redesign and Add Youth Room	W2	New Initiative					1,081,500	1,081,500	
	BF-8271-18	East District Parks Yard Parking Lot Modifications	W4	New Initiative					102,000	102,000	
	BF-8331-18	Al Palladini Community Centre Construct a Storage Room	W2	New Initiative					30,900	30,900	
	BF-8350-18	Security Camera Installations Various Parks	City-Wide	New Initiative					74,500	74,500	
	BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	W5	Replacement				67,000		67,000	

2015 - 2018 Draft Capital Projects

Year	Project #	Title	Ward	Project Type	Development Charges	Debenture Financing	Gas Tax	Infrastructure Reserves	Capital from Taxation	Grand Total
2018	BF-8419-18	Installation of Wall Matting at 8 Different Recreation Facilities	City-Wide	New Initiative					77,250	77,250
	BF-8437-18	Sound Attenuations Partitions in Building Standards and PurchasingDepartments		W1					56,650	56,650
	BF-8476-15	Building upgrades to meet AODA Requirements	City-Wide	New Initiative				309,000		309,000
	BF-8477-16	CCTV Connection to City's Network (8 out of approx. 25 locations)	City-Wide	New Initiative					107,100	107,100
	BF-8487-15	Building Condition Audits	City-Wide	New Initiative			110,000			110,000
2018 Total							110,000	376,000	1,529,900	2,015,900
2019+	BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	W5	Replacement				67,000		67,000
	BF-8391-23	Uplands Club House - Golf Cart Storage Building	W5	Replacement				231,200		231,200
	BF-8476-15	Building upgrades to meet AODA Requirements	City-Wide	New Initiative				309,000		309,000
	BF-8487-15	Building Condition Audits	City-Wide	New Initiative			110,000			110,000
2019+ Total							110,000	607,200		717,200
Grand Total					34,224,979	20,970,800	550,000	6,181,661	8,122,097	70,049,537



CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*Commission of Public Works*

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Actual Forecast 2014*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Comm. of Public Works</b>																
	<b>Labour Costs</b>															
		7010 Full Time	276,773	373,676	385,993	(66,244)	0	319,749	(66,244)	(17.2)%	326,200	6,451	330,417	4,217	330,417	0
		7016 Full Time Contracts	15,072	11,891	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	74,175	100,148	103,446	(16,153)	0	87,293	(16,153)	(15.6)%	90,684	3,391	94,170	3,486	96,482	2,312
		7020 Benefits - FT Contract	1,477	1,393	519	(519)	0	0	(519)	(100.0)%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>367,498</b>	<b>487,108</b>	<b>489,958</b>	<b>(82,916)</b>	<b>0</b>	<b>407,042</b>	<b>(82,916)</b>	<b>(16.9)%</b>	<b>416,884</b>	<b>9,842</b>	<b>424,587</b>	<b>7,703</b>	<b>426,899</b>	<b>2,312</b>
	<b>Other Expenses</b>															
		7100 Mileage	43	405	1,010	0	(710)	300	(710)	(70.3)%	300	0	300	0	300	0
		7103 407-ETR Toll Charges	7	7	50	0	0	50	0	0.0%	50	0	50	0	50	0
		7105 Membership/Dues/Fees	1,090	1,868	1,000	0	700	1,700	700	70.0%	1,700	0	1,700	0	1,700	0
		7110 Meals & Meal Allowances	648	686	615	0	250	865	250	40.7%	865	0	865	0	865	0
		7113 Travel	0	61	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7115 Training & Development	806	2,014	2,500	0	0	2,500	0	0.0%	2,500	0	2,500	0	2,500	0
		7122 Cellular Telephones	1,078	1,858	2,340	0	0	2,340	0	0.0%	2,340	0	2,340	0	2,340	0
		7125 Subscriptions/Publications	273	265	200	0	40	240	40	20.0%	240	0	240	0	240	0
		7130 Seminars & Workshops	747	871	2,300	0	0	2,300	0	0.0%	2,300	0	2,300	0	2,300	0
		7140 Promotion & Education	0	3,877	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7200 Office Supplies	704	807	1,250	0	(280)	970	(280)	(22.4)%	970	0	970	0	970	0
		7205 Computer Supplies	0	66	270	0	0	270	0	0.0%	270	0	270	0	270	0
		7210 Office Equip. & Furniture	0	1,399	1,200	0	0	1,200	0	0.0%	1,200	0	1,200	0	1,200	0
		7211 Computer Hardware/Software	542	452	500	0	0	500	0	0.0%	500	0	500	0	500	0
		7415 Rental, Leases - Vehicles	4,076	7,892	8,910	0	0	8,910	0	0.0%	8,910	0	8,910	0	8,910	0
		7520 Professional Fees	0	79,856	0	0	8,677	8,677	8,677	0.0%	8,677	0	8,677	0	8,677	0
		7560 Gas/Diesel - Vehicles	2,848	2,598	3,505	0	0	3,505	0	0.0%	3,505	0	3,505	0	3,505	0
		7699 Sundry Expenses	60	30	120	0	0	120	0	0.0%	120	0	120	0	120	0
		7790 Trsf. to Expend Res	0	(85,000)	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>12,921</b>	<b>20,013</b>	<b>25,770</b>	<b>0</b>	<b>8,677</b>	<b>34,447</b>	<b>8,677</b>	<b>33.7%</b>	<b>34,447</b>	<b>0</b>	<b>34,447</b>	<b>0</b>	<b>34,447</b>	<b>0</b>
<b>Total Comm. of Public Works</b>			<b>380,418</b>	<b>507,121</b>	<b>515,728</b>	<b>(82,916)</b>	<b>8,677</b>	<b>441,489</b>	<b>(74,239)</b>	<b>(14.4)%</b>	<b>451,331</b>	<b>9,842</b>	<b>459,034</b>	<b>7,703</b>	<b>461,346</b>	<b>2,312</b>

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2013 plus the remainder of the calendarized budget

### 2015 Budget Variance Comments

7010 Full Time	Decrease due to transfer of costs related to Water/Wastewater/Stormwater, offset by increases due to pro-rated progressions and economic adjustments
7017 Benefits	Decrease in relation to salaries and budget guideline increases
7020 Benefits - FT Contract	Decrease due to removal of AMCTO Intern Benefit allocation
7100 Mileage	Reallocation to Membership/Dues/Fees & Subscriptions/Publications
7105 Membership/Dues/Fees	Reallocation from Mileage
7110 Meals & Meal Allowances	Reallocation from Office Supplies
7125 Subscriptions/Publications	Reallocation from Mileage & Office Supplies
7200 Office Supplies	Reallocation to Meals & Subscriptions/Publications
7520 Professional Fees	Re-org reallocation from Capital Delivery & Asset Mgmt.

### 2016 Budget Variance Comments

7010 Full Time	Increase due to pro-rated progressions
7017 Benefits	Increase in relation to salaries and budget guideline increases



## Revenue and Expenditure Summary

### 2015 Operating Budget & 2016-18 Operating Plan

#### ***2017 Budget Variance Comments***

7010 Full Time

7017 Benefits

Increase due to pro-rated progressions

Increase in relation to salaries and budget guideline increases

#### ***2018 Budget Variance Comments***

7017 Benefits

Increase as per budget guidelines



2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values						
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact	
2017	Supporting Transformation	155-TBD-01	Operations Review Analyst	1.0	104,845		0	0	0	104,845
	Supporting Transformation Total			1.0	104,845		0	0	0	104,845
2017 Total				1.0	104,845		0	0	0	104,845
Grand Total				1.0	104,845		0	0	0	104,845



# Draft 2015-2018 Business Plan

Roads and Transportation

## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Over the next four years the Public Works Commission will focus on demonstrating service delivery oversight through business effectiveness, citizen focus and relating types of funding sources to service outcomes.

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

Roads and Transportation Services provide opportunities for all modes of travel: pedestrian, cyclists, motorists, goods movement and transit.

Roads and Transportation activities include:

- Collaborates with Infrastructure Planning:
  - To plan, build and inspect transportation infrastructure for new roads through development
  - Implement Class EA studies and master planning
- Maintaining streets, curbs, sidewalks and multi-use paths
- Winter and summer road operations
- Traffic studies on existing roads and related to growth
- Streetlight and traffic signal maintenance
- Citizen, business and stakeholder inquiries and dispatch of transportation related activities
- Collaborates with Capital Delivery and Asset Management:
  - To collect data on the condition of street assets and bridges for existing and new infrastructure
  - To plan for rehabilitation and replacement of aging infrastructure through prioritized capital budget development
  - For street capital project, design, construction and inspection Cycling infrastructure on streets
  - For bridge maintenance and rehabilitation

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

1. Road and sidewalk safety and connecting road network
2. Promote environmental protection and sustainability through best practices
3. Provide for alternative transportation modes for citizens
4. Minimize life-cycle costs of infrastructure

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

1. Enhance and Ensure Community Safety, Health and Wellness
  - Development of bike lanes and multi-use paths encourages Vaughan citizens to use alternative modes of transportation
2. Maintain Assets and Infrastructure
  - Yearly pavement management program to meet Pavement Quality Index ensure Vaughan's roads stay in a State of Good Repair
3. Plan and Manage Growth and Economic Vitality
  - Transportation infrastructure planning, Transportation Demand Management and partnerships

## 2015-2018 Business Plan

- with York Transit and Metrolinx plan transportation needs to manage growth
- 4. Pursue Excellence in Service Delivery
  - Staff maintains the road, bridge, streetlight and culvert infrastructure to meet defined levels of service
- 5. Lead and Promote Environmental Sustainability
  - Investigate salt usage and road performance and perform studies on environmentally safe products lead to environmental sustainability
- 6. Value and Encourage a Highly Motivated Workforce
  - Continue to invest in staff development, promoting a culture of continuous learning

### **Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	2014 Base	Additional Resource Requests			
		2015	2016	2017	2018
Full Time	45	2*			2
Part Time	6.87	.7			
Overtime	\$175,077	\$199,570	\$200,883	\$202,261	\$202,261

\* ARR of 2 FTE originally for 2016, but due to Winter Roads Maintenance Review by Innovation and Continuous Improvement, it is recommended to move the 2 FTE to 2015 and change to Heavy Equipment Operators, instead of Equipment Operator 1's.

Note: Staffing profile includes staff who were moved due to re-organization. The business plan does not include staff from the Capital Delivery and Asset Management Department as one year of data is needed to develop a clear understanding of work completed within the lines of business. The Administrative Services section in Environmental Services Department serves all of the lines of business and a full review of Administrative Services will occur in 2015 which may impact FTE count for each line of business.

## Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

### Past Successes (2014):

- Development of a comprehensive Roads and Transportation Service Division to provide citizens, businesses and other stakeholders clear lines of communication for roads and transportation related inquiries and comments
- Completion of Roads Winter Maintenance Operational Review, providing a clear vision for moving forward
- Block 55 East Transportation Plan
- North Maple Bridge EA completed
- Huntington Road EA started
- Block 59 Street A EA started
- Annual implementation of Pavement Management Program to preserve, maintain, rehabilitate and replace roads
- Operations consistently meet or exceed ministry minimum maintenance standards
- Implementation of mobile technology for Road Patrol reporting
- State of Local Infrastructure Report

## 2015-2018 Business Plan

### Pressures:

- Intensification development applications are complex and require in depth analysis
- VMC Implementation
- Growth expansion areas and intensification
  - North Vaughan Transportation Master Plan
  - GTA West
  - Region of York Transportation Master Plan Update
- Coordinating rapid transit projects
- Network growth – maintaining current levels of service with current staffing levels is challenging
- Traffic concerns
- Parking needs
- Environmental and safety regulations present new challenges for future service delivery
- Environmental and conservation authority guidelines
- Aging infrastructure requires funding for key maintenance activities and capital projects
- Vaughan Healthcare Precinct construction to be completed by Fall 2015
- Future retirements indicate need for succession planning

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Citizen centric focus in traffic engineering
- Leveraging new technologies to create efficiencies in the field
- Operational review of winter maintenance strategies will identify opportunities to improve efficiency and reduce costs that can be implemented in new winter maintenance contract
- Business case development to compare cost of providing various services in house or as a contracted service
- Newer equipment will increase productivity
- Explore emerging construction, technologies and products for environmental sustainable practices
- Changeover to high efficiency street lighting will reduce energy consumption
- Training and development for new staff

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- With the acquisition of a new gradall excavator, contracted equipment rental costs will be reduced for various activities (i.e. ditching, channel work, grading, material loading)
- Service delivery will have difficulty keeping pace with growth and may require more resources for staffing and equipment, or contracted services.
- Construction cost index is at a higher rate than inflation
- Increasing development project cost related to available funding sources
- Increasing contract and material costs and demand for higher levels of service
  - Cost of road platform maintenance activity contracts continue to rise due to increase in price of asphalt products, fuel and labour
  - Lack of snow storage space in the winter and increased demand for snow removal
  - Winter maintenance contract is entering its eighth winter season (final year of last two year extension period)

### Existing Funding Sources:

- Tax
- DC

## 2015-2018 Business Plan

### Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Comprehensive business and operational effectiveness for roads and transportation service delivery	<p>Research and Development Funding for Future CTS Mobile Initiative – Phase 1</p> <p>Tender new contract service based contract for Winter Maintenance Services based on recommendations from Winter Maintenance Operational Review</p> <p>Acquire one additional street sweeper through Innovation Reserve with goal of eliminating contracted spring street sweeping in 2016</p>	<p>Q1</p> <p>Q1</p> <p>Q1</p>	<p>Funding request may be submitted</p> <p>May need external consultant to help write new contract as it is a new approach to service delivery</p> <p>Subject to approved funding through Innovation Reserve. Additional staff required to operate sweepers – tied to ARR for 2 – Heavy Equipment Operators in 2015</p>
Citizen and business focused roads and transportation service delivery program	<p>Facilitate construction of transportation infrastructure of VMC*</p> <ul style="list-style-type: none"> <li>Portage Parkway Widening, Applewood to Jane, EA</li> <li>Portage Parkway Extension, Jane to Creditstone, EA Study commencement</li> <li>Parking Management Strategy</li> </ul> <p>Implement Transportation Master Plan*</p> <ul style="list-style-type: none"> <li>Continue with Class EA study for Kirby Road extension*</li> </ul> <p>Pedestrian and Cycle Strategy Development**</p> <p>Vaughan Healthcare Centre Phase 2 construction for roads infrastructure</p> <p>Continue to support the maintenance, repair and renewal of existing road network*</p>	<p>Q1</p> <p>Q1</p> <p>Ongoing</p> <p>Q1</p> <p>Annual program</p>	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Implement 'Where's my Sweeper' to enable residents to track sweeping operations City-wide	Q2	
Protect the environment	Vaughan TDM Policy Study** <ul style="list-style-type: none"> <li>Continue implementation of <i>Active Routes are the Way to Go</i> program</li> <li>Transportation Master Plan Communications</li> </ul> Implement changeover to high efficiency LED street lighting	Q1    Q3	
Perform effective asset management for better financial management	Collaborate with Corporate Asset Management Office to procure system tools, define levels of service and identify data gaps	Q3	
<b>2016 Initiatives</b>			
Comprehensive business and operational effectiveness for roads and transportation service delivery	Pilot Project / Field Trials for handheld CTS mobile application units – Phase 2  Implement new contract for winter maintenance services commencing in November  Implement City-wide spring street sweeping program in-house	Q4  Q4  Q2	In-house and contracted services
Citizen and business focused roads and transportation service delivery program	Facilitate construction of VMC* <ul style="list-style-type: none"> <li>Portage Parkway Widening, Applewood to Jane, Design</li> <li>Portage Parkway Extension, Jane to Creditstone EA Study continues</li> </ul> Implement Transportation Master Plan* <ul style="list-style-type: none"> <li>Continue with Class EA study for Kirby Road extension*</li> </ul> Pedestrian and Cycle Strategy Development**  Continue to support the maintenance, repair and renewal of existing road network*	Q4    Q1   Annual Program  Annual Program	



Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Vaughan Healthcare Centre Phase 2 - streetscapes		
Protect the environment	Vaughan TDM Policy Study** <ul style="list-style-type: none"> <li>Continue implementation of <i>Active Routes are the Way to Go</i> program</li> <li>Transportation Master Plan Model Calibration</li> </ul>	Q1	
	Continue implementation of changeover to high efficiency LED street lighting	Q1	
Perform effective asset management for better financial management	Develop processes and programs to fill in data gaps to inform asset management activities	Q1	
<b>2017 Initiatives</b>			
Comprehensive business and operational effectiveness for roads and transportation service delivery	Implementation of CTS Mobility Project – Phase 3	Q2	
	Review service delivery following implementation of new winter maintenance contract	Q3	
	Review replacement program for street name signs and regulatory/non-regulatory signs	Q2	
Citizen and business focused roads and transportation service delivery program	Facilitate construction of VMC* <ul style="list-style-type: none"> <li>Portage Parkway Widening, Applewood to Jane, Construction</li> <li>Portage Parkway Extension, Jane to Creditstone, Construction</li> </ul>	Q1	
	Implement Transportation Master Plan* <ul style="list-style-type: none"> <li>Construction for Kirby Road extension*</li> </ul>	Q1	
	Pedestrian and Cycle Strategy Development**	Annual Program	
	Continue to support the maintenance, repair and renewal of existing road network	Annual Program	
Protect the environment	Vaughan TDM Policy Study** <ul style="list-style-type: none"> <li>Continue implementation of <i>Active</i></li> </ul>	Q1	



## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	<i>Routes are the Way to Go</i> program		
Perform effective asset management for better financial management	Collaborate with Corporate Asset Management Office to develop a list of prioritized projects based on complete and consistent data to ensure funds flow to the areas which need it most	Q1	
<b>2018 Initiatives</b>			
Comprehensive business and operational effectiveness for roads and transportation service delivery	Implementation of CTS Mobility Project – Phase 3	Q2	
	Review inspection and maintenance program for ditching with view of improving efficiency	Q2	
	Review inspection and replacement program for culverts	Q2	
Citizen and business focused roads and transportation service delivery program	Facilitate construction of VMC* <ul style="list-style-type: none"> <li>Portage Parkway Widening, Applewood to Jane, Construction</li> <li>Portage Parkway Extension, Jane and Creditstone, Construction</li> </ul>	Q1	
	Implement Transportation Master Plan* <ul style="list-style-type: none"> <li>Construction for Kirby Road extension*</li> <li>Construction of Langstaff Road Missing Link</li> <li>Construction of Teston Road Missing Link</li> </ul>	Q1	
	Pedestrian and Cycle Strategy Development**	Annual Program	
	Continue to support the maintenance, repair and renewal of existing road network*	Annual Program	
	Review effectiveness of communication strategies to residents regarding winter and non-winter maintenance	Q4	
Protect the environment	Vaughan TDM Policy Study** <ul style="list-style-type: none"> <li>Continue implementation of <i>Active</i></li> </ul>	Q1	



# Roads and Transportation

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	<i>Routes are the Way to Go</i> program		
Perform effective asset management for better financial management	Collaborate with Corporate Asset Management Office to develop a list of prioritized projects based on complete and consistent data to ensure funds flow to the areas which need it most	Q1	

## 2015-2018 Business Plan

### Business Performance

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

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

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

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Cost of Preventive Maintenance per Km*	\$3,484.52	\$3,075.65	\$3,738.74	\$3,092.99	\$2,911.97	\$2,887
Number of Winter Events, Total Salt Usage (Tonnes) & Tonnes Salt per Winter Event**	<b>2008/09</b> 37 Events; 30,618T; 828T/Event	<b>2009/10</b> 25 Events; 24,166T; 966T/Event	<b>2010/11</b> 39 Events; 32,000T; 820T/Event	<b>2011/12</b> 24 Events; 20,392T; 850T/Event	<b>2012/13</b> 39 Events; 24,000T; 615T/Event	<b>2013/14</b> 51 Events; 47,829T; 938T/Event
Change of Assumed Lane year over year	N/A	8.45 %	.46%	1.18%	1.43%	.57%
<b>EFFECTIVENESS: How well do we do it?</b>						
Pavement Composite Index of Good (70) or greater for road pavement	92.22	89.28	88.19	87.13	86.44	86
<b>SERVICE QUALITY: Is anyone better off?</b>						
Road Snow Removal Satisfaction Rate (IPSOS Reid Survey)	N/A	N/A	86%	90%	88% (estimated)	88% (estimated)
Street repairs, sidewalk and street lighting Satisfaction Rate (IPSOS Reid Survey)	72%	N/A	82%	83%	82% (estimated)	82% (estimated)
End of Driveway	N/A	N/A	74%	81%	80%	80%

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
Snow Removal Satisfaction Rate (IPSOS Reid Survey)					(estimated)	(estimated)

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- Cost of Preventive Maintenance per Km\* - this cost has remained relatively constant or declined slightly through the analysis period. Factors influencing this cost include age of road network, severity of winter/frost impact, traffic loading and fluctuation in asphalt cement cost.
- Number of Winter Events, Total Salt Usage (Tonnes) & Tonnes Salt per Winter Event - although the number of winter events has fluctuated over the analysis period, total salt usage declined in recent years. This can be attributed to procedural controls and salt conservation strategies implemented by staff and contractors, and the use of alternative deicing material in place of normal rock salt. With the unusually cold winter of 2013/14 and the impact of the ice storm in December, 2013, more salt was required to maintain the City's service level of bare pavement throughout the road network. Even though the winter of 2013/14 is considered one of the worst in 20 years in terms of cold temperatures and snow events, salt usage remained relatively constant compared to previous years. Salt usage in 2013/14 actually fell below the consumption level in 2009/10, even though we experienced double the number of salting events during the most recent winter season. Total salt usage will increase slightly with growth in future years, but even with an increase in the number of winter events, overall salt usage should remain relatively constant.

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**Department Head Sign-off**

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

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**Commissioner Sign-off**

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



# Draft 2015-2018 Business Plan

Parks and Forestry Operations

## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Over the next four years the Public Works Commission will focus on demonstrating service delivery oversight through business effectiveness, citizen focus and relating types of funding sources to service outcomes.

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

The Parks and Forestry Operations Division maintains parks, sports fields, playgrounds, cemeteries, trails, boulevard & storm water management grass cutting and the urban forest through sustainable practices providing passive and recreational opportunities; while also achieving aesthetic beauty and consistent service delivery for our citizens.

Parks and Forestry Operations activities include:

- Maintenance of streetscapes, SWM pond/open space cutting, horticulture features and the urban forest
- Maintenance of parks, sports fields, playgrounds, cemeteries and trails.
- Snow removal from sidewalks and city-owned facilities (\*\*facilities may be taken over by B&F)
- Provision and set up for community group events and special events

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

1. Deliver aesthetically clean and safe parks
2. Maintain approved service standards while ensuring operational efficiency & effectiveness
3. Promote environmental sustainability through daily operations

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

1. Demonstrate Excellence in Service Delivery
  - Staff maintain streetscapes and urban forest in accordance with approved service standards while ensuring operational efficiency & effectiveness
2. Promote Community Safety, Health and Wellness
  - Ensure an aesthetically beautiful and safe environment for citizens
3. Lead and Promote Environmental Sustainability
  - Staff maintain the health of the urban forest ecosystem and promote environmentally sustainable horticultural practices
4. Manage Corporate Assets
  - The Department regularly acquires and maintains streetscape, open spaces (i.e. SWM Ponds) and urban forest assets
5. Support the Professional Development of Staff
  - Continue to invest in staff development, promoting a culture of continuous learning

## 2015-2018 Business Plan

### **Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

Additional Resource Requests					
	2014 Base	2015	2016	2017	2018
Full Time	74	1	8	1	
Part Time	44.2	1.5	2.07		
Overtime		\$152,924	\$152,924	\$152,294	

Note: Staffing profile includes staff who were moved due to re-organization. The business plan does not include staff from the Capital Delivery and Asset Management Department as one year of data is needed to develop a clear understanding of work completed within the lines of business. The Administrative Services section in Environmental Services Department serves all of the lines of business and a full review of Administrative Services will occur in 2015 which may impact FTE count for each line of business.

## 2015-2018 Business Plan

### Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

#### Past Success

- 2013 Ice Storm Clean Up
- 100 Poppies planted in various locations to commemorate 100<sup>th</sup> Anniversary of World War I
- Vaughan B'Leaves Program – Curb Appeal
- National Bantam Boys Baseball and Soccerfest tournaments
- CN Rail Partnership Grant project
- L.E.A.F. Public Planting and Media Event
- Safe City Expo
- Scotia Bank Earth Day Planting Event – Tudor and Chancellor District Parks
- Trees Canada, Earth Day Planting Event – Julliard Park
- Environmental Days Tree Seedlings Give-a-way

#### Pressures

- Ice storm re-forestation and sports fields impacts
- Lack of staff to absorb EAB and Ice Storm planning & operations
- Increase in citizen inquiries
- Emerald Ash Borer Infestation
- Number of community and special events are increasing
- Increased demand of existing sports fields
- Ageing urban forest increases maintenance needs
- Maintenance of current service levels combined with growth and rising citizen expectations with current staffing levels
- Workforce reaching retirement and need for succession planning

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Business Processes
  - Continue to meet municipal industry standards
  - Identify opportunities to better protect of the Urban Forest (public & private)
  - Collaborate with other departments on the Corporate Asset Management initiative
  - Explore new technologies and innovation to enhance service delivery and increase efficiency
  - Exploring opportunities for alternate delivery methods Growth and intensification will continue to impact service delivery (more resources)
  - Changes in technologies
- Environmental Sustainability
  - Decline of Ash trees due to the Emerald Ash Borer continues to present operational, operating and capital budget challenges
  - Provincial pesticides ban continues to present operational challenges for control of weeds
  - Impacts of Climate Change are yet to be realized; however the challenges could be extreme as related to winter maintenance/salting, invasive species and overall urban forest adaptability
  - Weed cover has increased due to provincial pesticides ban and requires more cuts to manage weed growth (lack of resources)
  - Collaborate with Purchasing Services to implement the Green Purchasing Strategy
  - Identify continuous improvement opportunities
  - New accessibility standards will require facilities and parks retrofits
  - Invasive species management for Giant Hogweed, Wild Parsnip and Poison Ivy



**2015-2018 Business Plan**

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Managing the City's aging urban forest and streetscapes while adding newly assumed service areas
- Increased costs associated with combatting the Emerald Ash Borer and other invasive species
- Implementation of the Woodlot Management Strategy will have financial impacts
- Future capital request regarding replacement of planters/hanging baskets and shrub beds that have reached their lifespan and require removal and replacement
- Resources will be required to support the Corporate Asset Management initiative and to replace aging infrastructure identified in the lifecycle replacement schedule
- The pesticides ban will necessitate increased expenditure on more costly but environmentally sustainable pest-control alternatives
- Continued growth within the City will require more resources to maintain parks to existing service standards
- Ice Storm Reforestation

Existing Funding Sources

- Tax
- Potential Ice Storm Tree Replacement Tax Levy

## 2015-2018 Business Plan

### Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Comprehensive business and operational effectiveness for parks and forestry service delivery	Research and Development Funding for Future CTS Mobile Initiative – Phase 1: R&D	Q4	Funding requests will be submitted
	Increase GPS installation to 58% of all equipment and vehicles (Phase 1)	Q4	Funding requests will be submitted
Citizen and business focused parks and forestry service delivery program	Increase community participation in Community Outreach programs by 5%	Q3	
Environmental Stewardship	Enhance the Integrated Pest Maintenance (IPM) Program to address weeds in shrub bed, hard surface and turf areas	Q2/3	Funding requests will be submitted
	Implementation of Woodlot Management Plan – including signage, invasive species control, protection and access		
	Implement recommendations of the city-wide urban forest soil study and species list	Q4	Funding requests may be submitted
	Collaborate with Purchasing Services on the Implementation of the Green Purchasing Policy.  <i>Planting our Future, A Five-Year Plan to Expand the Urban Forest: Review all thirteen recommendations for effectiveness and update the plan</i>	Q4	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Asset Management	Implement Urban Re-forestation Strategy to replace trees lost in ice storm of 2013	Q4	Resources request to be submitted
<b>2016 Initiatives</b>			
Comprehensive business and operational effectiveness for parks and forestry service delivery	Implementation of CTS Mobility Project – Phase 2	Q4	Funding requests will be submitted
	Increase GPS installation to 79% of all equipment and vehicles (Phase 2)	Q4	Funding requests will be submitted
Citizen and business focussed parks and forestry service delivery program	Increase community participation in Community Outreach programs by 5%	Q3	Funding request will be submitted Resource Request to be submitted
	Review and Establish a Forestry Education Outreach Program that would allow for more interaction and engagement of residents and youth (through a school outreach program)	Q4	
Environmental Stewardship	<i>Planting our Future, A Five-Year Plan to Expand the Urban Forest:</i> outreach with the LEAF Program to encourage residents to add more trees to their landscape  Coordinate with Environmental Sustainability Office to develop forestry environmental policies  Research and Develop Horticulture Guidelines and Environmental Policy	Q4	Funding requests will be submitted
Asset Management	Continue to implement Urban Re-forestation Strategy to replace trees lost in ice storm of 2013	Q4	Resource Request required
<b>2017 Initiatives</b>			
Comprehensive business and operational effectiveness for parks and forestry service	Implementation of CTS Mobility Project – Phase 3	Q4	Resource Request required
	Complete GPS installation to 100%	Q4	Funding request will be

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
delivery	of all equipment and vehicles (Phase 3)		submitted
Citizen and business focussed parks and forestry service delivery program	Continue to implement the Forestry Education Outreach Program	Q2	Funding request will be submitted
Environmental Stewardship	Review and benchmark recommendations of the city-wide urban forest soil study and species list  Implement Horticulture Guidelines and Environmental Policy		
Asset Management	Continue to implement Urban Re-forestation Strategy to replace trees lost in ice storm of 2013	Q4	Resource Request required
<b>2018 Initiatives</b>			
Comprehensive business and operational effectiveness for parks and forestry service delivery	Implementation of CTS Mobility Project – Phase 4	Q4	Resource Request required
Citizen and business focussed parks and forestry service delivery program	Continue to implement the Education Outreach Program that would allow for more interaction and engagement of residents and youth (through a school outreach program)	Q4	Resource Request required
Environmental Stewardship	Review and benchmark Horticulture Guidelines and Environmental Policy	Q4	
Asset Management	Continue to implement Urban Re-forestation Strategy to replace trees lost in ice storm of 2013	Q4	Resource Request required

## 2015-2018 Business Plan

### Business Performance

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

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

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

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
# of replacement trees planted per year	990	1427	1363	437 (contractor defaulted)	1888	1900
% of Flower Beds converted to Xeriscaping (native plants requiring less maintenance and water)	N/A	10% of current inventory	10% of current inventory	10% of current inventory	10% of current inventory	10% of current inventory
<b>EFFECTIVENESS: How well do we do it?</b>						
Number of work orders completed (forestry)	1811	4481	8279	9950		
<b>SERVICE QUALITY: Is anyone better off?</b>						
# of Active Park Ambassadors	N/A	N/A	47	43	60	35
# of Partnership and grant events each year	N/A	N/A	TBD	TBD	TBD	TBD
Parks and Greenspace Satisfaction Rate (IPSOS Reid Survey)	N/A	N/A	88%	86%	87% (estimated)	87% (estimated)
Sidewalk Snow Removal Satisfaction Rate (IPSOS Reid Survey)	N/A	N/A	79%	85%	85% (estimated)	85% (estimated)

**2015-2018 Business Plan**

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- The number of work orders and work order deficits are anticipated to increase in future years; there is an inability to meet service demand utilizing existing resources
- Newly assumed areas (trees, shrub beds & boulevards) impacts ability to meet service level thresholds; existing resources will be unable to meet service demands
- Park turf and sidewalk kilometers maintained per crew is anticipated to increase in the years ahead
- Key Performance Indicators will be further evolved through the Corporate Performance Measurement initiative

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**Department Head Sign-off****Date (mm/dd/yy)**

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**Commissioner Sign-off****Date (mm/dd/yy)**



# Draft 2015-2018 Business Plan

Solid Waste

## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

**Over the next four years the Public Works Commission will focus on demonstrating service delivery oversight through business effectiveness, citizen focus and relating types of funding sources to service outcomes.**

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

Solid Waste Management manages residential waste collection through providing citizens a multi-stream collection of waste materials which supports environmental sustainability. Solid Waste Services also provides guidelines and development standards (Waste Collection Design Standards Policy) for developments and redevelopments within the City.

Solid Waste Management activities includes:

- Effective collection of residential (including limited non-residential and mixed-use establishments) residual waste (garbage) and resource materials (household organics, recyclables, large appliances and leaf and yard materials).
- Monitors and evaluates the success of the Greening Vaughan initiative and assesses and develops other programs that may further enhance current programs or provide additional avenues for waste diversion / reduction.
- Informs and involves the citizens (and staff) of Vaughan through ongoing educational and promotional initiatives of the City's comprehensive waste management plan and the waste management priorities as established by the Mayor and members of Council.
- Reviews site plans circulated from the Planning Commission to the Environmental Services Department to ensure submission meets the requirements set forth in the City's Waste Collection Design Standards Policy.
- Listens, investigates, resolves, and responds to, escalated residents' complaints on matters relating to residential waste collection.

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

1. Ensure a consistent, safe and efficient removal of waste for citizens
2. Promote environmental protection and sustainability
3. Effective business management, citizen focus and staff commitment to delivery of solid waste services

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

1. Demonstrate Excellence in Service Delivery
  - Effective contract management and response to citizen concerns regarding solid waste services supports a citizen focused service delivery



## 2015-2018 Business Plan

2. Lead and Promote Environmental Sustainability
  - Waste diversion programs promote environmental sustainability
3. Manage Growth and Economic Well-being
  - Site plan reviews to ensure compliance with City policy
4. Support the Professional Development of Staff
  - Continue to invest in staff development, promoting a culture of continuous learning

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

		Additional Resource Requests			
	2014 Base	2015	2016	2017	2018
Full Time	4				
Part Time	1.03				
Overtime	\$4,020	\$4,020	\$4,020	\$4,020	\$4,020

## 2015-2018 Business Plan

### Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

#### Past Successes

- Gold Award (2013) for Waste Diversion Recycling Council of Ontario
- Survey results indicate that residents very satisfied (over 90%) with waste collection services
- Ability to meet and maintain expected waste diversion levels (curbside 65%)
- Report completion for Solid Waste Operational Review
- Revised Waste Collection Design Standards Policy completed

#### Pressures

- Program development constrained by lack of resources
- Unsustainable system for the 'free' distribution of blue boxes, green bins and kitchen containers for residents moving into newly built homes. System (technology) does not meet today's needs and inhibits efficiency regarding the distribution of aforementioned containers
- Region of York of Integrated Waste Management Master Plan
- Population growth

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Program Review of Solid Waste Operations
  - On January 21, 2012, Council recommended a Program Review of Solid Waste Operations to identify further areas of opportunity and/or efficiencies
  - Region of York's Integrated Waste Management Master Plan will be incorporated into future Business Plans
- Technology
  - Appliance appointments made online
- Waste Audit in Parks and Forestry and Buildings and Facilities

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Financial impacts may occur as a result of the Program Review of Solid Waste Operations and the Region's Integrated Waste Management Master Plan

#### Existing Funding Source

- Tax

## 2015-2018 Business Plan

### Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Comprehensive business and operational effectiveness for solid waste service delivery	Implement the recommendations of the Program Review for Solid Waste Operations	Q1	
	Implement findings from Waste Audit	Q1	
	Preparation of Waste Collection By-law	Q1	
Citizen and business focused solid waste service delivery program	Implement the Region's Integrated Waste Management Master Plan**	Q4	May require additional resources depending on outcome of master plan
	Collaborate with Access Vaughan to find efficiencies with Dispatch and improve citizen and business service	Q4	
	Promote Waste Diversion Programs to citizens and businesses	Q1	
	Review process and technology for provision of blue boxes and green bins to citizens	Q2	
Protect the environment	Implement Waste Management Strategy for City Facilities**	Q1	
	Through advocacy efforts and in partnership with the Region of York, aim for 100% residential waste diversion**	Ongoing	
	Evaluate the potential for high rise residential waste collection	Q2	
Perform effective asset management for better financial management	Implement the recommendations of the Program Review for Solid Waste Operations	Q4	May require additional resources depending on outcome of solid waste review
<b>2016 Initiatives</b>			
Comprehensive business	Continue to implement the	Ongoing	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
and operational effectiveness for solid waste service delivery	<p>recommendations of the Program Review for Solid Waste Operations</p> <p>Monitor effectiveness of changes made as a result of the City's Solid Waste Program Review</p>	Ongoing	
Citizen and business focused solid waste service delivery program	<p>Continue to implement the Region's Integrated Waste Management Master Plan**</p> <p>Monitor effectiveness of changes made as a result of the Region's Integrated Waste Management Master Plan</p> <p>Promote Waste Diversion Programs to citizens and businesses</p> <p>Implement process and technology for provision of blue boxes and green bins to citizens</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Q1</p>	May require additional resources to fund new technology
Protect the environment	<p>Implement Waste Management Strategy for City Facilities**</p> <p>Through advocacy efforts and in partnership with the Region of York, aim for 100% residential waste diversion**</p>	<p>Ongoing</p> <p>Ongoing</p>	
Perform effective asset management for better financial management	Continue to implement the recommendations of the Program Review for Solid Waste Operations	Ongoing	
2017 Initiatives			
Comprehensive business and operational effectiveness for solid waste service delivery	Continue to implement the recommendations of the Program Review for Solid Waste Operations	Ongoing	
Citizen and business focused solid waste service delivery program	<p>Continue to implement the Region's Integrated Waste Management Master Plan**</p> <p>Promote Waste Diversion Programs to citizens and businesses</p>	<p>Ongoing</p> <p>Ongoing</p>	
Protect the environment	Evaluate Waste Management Strategy for City Facilities**	Ongoing	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Through advocacy efforts and in partnership with the Region of York, aim for 100% residential waste diversion**	Ongoing	
Perform effective asset management for better financial management	Continue to implement the recommendations of the Program Review for Solid Waste Operations	Ongoing	
<b>2018 Initiatives</b>			
Comprehensive business and operational effectiveness for solid waste service delivery	Continue to implement the recommendations of the Program Review for Solid Waste Operations	Ongoing	
Citizen and business focused solid waste service delivery program	Continue to implement the Region's Integrated Waste Management Master Plan**	Ongoing	
	Promote Waste Diversion Programs to citizens and businesses	Ongoing	
Protect the environment	Revise Waste Management Strategy for City Facilities**	Ongoing	
	Through advocacy efforts and in partnership with the Region of York, aim for 100% residential waste diversion**	Ongoing	
Perform effective asset management for better financial management	Continue to implement the recommendations of the Program Review for Solid Waste Operations	Ongoing	

## 2015-2018 Business Plan

### Business Performance

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

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

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

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Number of households collected		83,860	84,219	85,769	86,674	88,500 (87,519 as of May 2014)
Waste Generation Rate (tonnes per household per year)*		1.08	1.11	1.13	1.12	1.12
<b>EFFECTIVENESS: How well do we do it?</b>						
Local Waste Diversion Rate (capture rate of recyclable curbside materials quantified by incoming weigh scale tickets)*		Local: 68%	Local: 68%	Local: 68%	Local: 65%	Local: 67%
<b>SERVICE QUALITY: Is anyone better off?</b>						
Citizen Satisfaction with Service Delivery (IPSOS Reid Survey)	80%	N/A	88%	90%	90% (estimated)	90% (estimated)

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- The diversion rate has remained relatively stable at approximately 68-69% for the past several years
- Although waste diversion has remained steady, average waste generation per household is increasing
- Despite the increase in the number of households serviced, the number of work orders is decreasing.



# Solid Waste

## 2015-2018 Business Plan

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**Department Head Sign-off**

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

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**Commissioner Sign-off**

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



# Draft 2015-2018 Business Plan - Draft

Development Engineering Services



**2015-2018 Business Plan****Business Overview**

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

**Over the next four years the Public Works Commission will focus on demonstrating service delivery oversight through business effectiveness, citizen focus and relating types of funding sources to service outcomes.**

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

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

- Engineering review and approval of development applications including OPA, Zoning, secondary plan, block plan, draft plan of subdivision, site plan, Committee of Adjustment, etc;
- Prepare and administer subdivision, servicing and development agreements;
- Preparation of growth related water, wastewater, storm water and transportation master plans;
- Conduct, review and approve servicing studies, modeling, capacity analysis and servicing framework to support growth;
- Conduct Class Environmental Assessment and engineering studies for municipal infrastructure (water, wastewater, storm water and transportation) in support of urban growth;
- Coordinate and collaborate with other levels of government and external agencies on transportation, water, wastewater and storm water macro planning and servicing initiatives;
- Collaborate with other City Departments and Region to manage and facilitate development in the Vaughan Metropolitan Centre and other intensification corridors;
- Manage elements of the City's growth management initiatives including infrastructure phasing and water/wastewater servicing capacity reservation/allocation protocol;
- Coordinate with upper tier governments to facilitate highway and rapid transit initiatives in the City including TYSSSE, Yonge Subway Extension, Hwy 427 Extension, GTA West, Highway 7 BRT, arterial road improvements, etc.);
- Prepare and update the City's Transportation Master Plan, and implement the growth related elements of the plan including active transportation (bike and pedestrian), transportation demand management, transportation monitoring/modeling;
- Review and approve traffic impact and parking studies associated with development applications;
- Prepare and administer the engineering component of the City-wide Development Charge background study and Area Specific Development Charge By-laws, and developer/build/DC infrastructure project agreements;
- Participate in Ontario Municipal Board mediation sessions and hearings associated with appeals to the City's new Official Plan, Secondary Plans and development applications;
- Manage and provide construction oversight/quality assurance of all new municipal services constructed through residential, industrial and commercial development in the City;
- Review and approve detailed site servicing and lot grading plans associated with building permit applications and pool enclosure permits;
- Responsible for the timely response and resolution of lot grading and construction related requests/complaints from citizens, business and agencies; and
- Manage and complete the growth related capital projects and studies included in the capital budget and business plans of the individual lines of business in the Public Works Commission.

**2015-2018 Business Plan**

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

- Citizens and business owners in new developments will be provided with well planned, designed and constructed municipal infrastructure (road, sewer, watermain and storm water management facilities) that are sustainable and meet City standards;
- Development industry will be provided with an expeditious, collaborative and coordinated engineering review and approval process for development applications within defined service standards;
- Managed and coordinated expansion of the City's municipal infrastructure in accordance with City standards and policies and good engineering practices to support urban growth;
- Proposed highway and rapid transit projects in the City (TYSSE, Yonge Subway Extension, Hwy 427 Extension, GTA West, Highway 7 BRT, arterial road improvements, etc.) will be planned and coordinated with the City's "City Building" initiatives, including Class EA projects and capital projects.

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

1. Demonstrate Excellence in Service Delivery
  - Undertake comprehensive review of development applications in accordance with defined service standards, facilitating the timely implementation of well-planned, designed and constructed communities.
2. Plan and Manage Growth & Economic Well-Being
  - Supports growth and economic well-being by reviewing and commenting on development applications and ensuring that new development is adequately serviced by City infrastructure.
  - Facilitates urban development by working collaboratively with the public, landowners, developers, agencies and upper tier governments.
  - Administers the engineering component of the Development Charges and cost sharing agreements.
  - Facilitate timely engineering review of the Mackenzie Vaughan Hospital.
  - Facilitate completion of rapid transit and highway expansion initiatives in the City.
  - Manage and complete the growth related capital projects and studies included in the capital budget and business plans of the individual lines of business in the Public Works Commission.
3. Manage Corporate Assets
  - Ensures the design and construction of new municipal infrastructure meets City engineering standards and criteria, effectively managing the City's linear infrastructure.
  - Optimize the use of existing City infrastructure to support growth in the intensification and urban growth areas
4. Lead and Promote Environmental Sustainability
  - Ensures that sustainability principles and measures are considered in the design and construction of new municipal services.
  - Pursues innovative approaches, techniques and technology to address construction related activities

## 2015-2018 Business Plan

### **Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

		Additional Resource Requests			
	2014 Base	2015	2016	2017	2018
Full Time	45	1	1		
Part Time	.06	.06			
Overtime					

Note: Staffing profile includes staff who were moved due to re-organization.

## Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

### **Past Successes (2014):**

- Initiate a developing process mapping exercise in conjunction with ICI and Planning Departments to identify opportunities for process improvements or efficiencies, confirm roles and responsibilities, service delivery targets, and resource needs;
- Completed a comprehensive update of the Engineering Design Criteria and Standards Document and the Environmental Site Assessment Policy to streamline the design and development process
- Participated in OMB mediation associated with appeals to the VOP2010 including VMC, West Vaughan Employment Area, and Vaughan Mills Secondary Plans;
- Leveraged technology to facilitate the processing of lot grading and pool permits;
- Conducted an engineering review of Block Plan and MESP submissions for Blocks 55 East, 40/47 and 59.
- Completed city wide and an area specific water, wastewater and storm water master plans in support of VOP2010
- Initiated department wide training of staff in Project Management essentials.
- Enhanced environmental protection by dedicating resources to review and inspect erosion and sediment control measures on new development sites and implemented an inspection reporting protocol

### **Pressures:**

- Implementation of organizational change in the Public Works Commission;
- Need to improve communication and collaboration with Planning Commission through process efficiencies and organizational structure initiatives;
- Development Process Mapping will identify process efficiencies and resource needs to meet department service expectations and manage workload
- OMB appeals continue to put a strain on key staff;
- Review and processing of development applications related to high rise and intensification projects is complex and demanding on existing staff resources.
- Need for new policies, procedures and processes to address the unique issues related to high rise/intensification development projects;
- Recruiting for vacancy technical and management positions in the department is proving difficult due to strong competition in the industry;
- Supporting the preparation of the New Communities Secondary Plans for Blocks 27 and 41, including the undertaking of a comprehensive transportation master plan; and
- Training and development of staff so service delivery expectations and expanding scope of responsibilities

## 2015-2018 Business Plan

can be effectively managed.

- Workload and span of control for some managers is current concern, which is being addressed in part by an FTE request in 2015 for a Supervisor of Inspection and Lot Grading.

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Transition work processes and staff competencies to address the transition from traditional forms of residential development (low density) to a higher density/intensification built form
- Implement recommendations from the "Development Process Mapping" to improve prioritization of tasks and responsibilities to enhance department service delivery
- Complete a review of the Development Engineering Fee;
- Partner with the Planning Department on the preparation of new communities secondary plans, in particular the preparation of the transportation, servicing and storm water management elements of the plans.
- Leverage technology to improve work efficiency and service delivery in connection with the review of development applications and preparation of subdivision agreements;
- Implement additional field inspections for pool and single family infill sites to proactively reduce the risk of construction related grading/drainage problems and to enhance service delivery;
- Assume the responsibility for administration of the installation of new service connections
- Continue to respond to current and future Regional and Provincial policies, legislation, engineering planning studies and infrastructure projects;
- Manage and complete the growth related capital projects and studies included in the capital budget and business plans of the individual lines of business in the Public Works Commission.

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Need to undertake a comprehensive review of fees and charges related to Development/Transportation Engineering activities to ensure that development pays for development

Existing Funding Sources: Development Engineering Fees and charges

## Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Comprehensive business effectiveness for development engineering service delivery	Complete phase 1 of the development application process mapping with clear recommendations for efficiency improvements, timelines, roles and responsibilities.	Q1	Existing staff and external consultant
	Implement new governance structure review with the Planning	Q1 - Q2	Existing staff and external consultant

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	<p>Commission</p> <p>Undertake a comprehensive review of the Subdivision Agreement template and develop set of standard draft plan conditions to streamline the development review process</p> <p>Collaborate with Planning, Legal and By-law to prepare a report recommending amendments to the Noise By-law to reflect new Provincial guidelines and administrative/enforcement changes.</p>	<p>Q1 - Q4</p> <p>Q2</p>	<p>Existing staff</p> <p>Existing Staff and external consultant if necessary</p>
Citizen and business focused development engineering service delivery program	<p>Continue to support the plan to build a dynamic Vaughan Metropolitan Centre through the completion of the timely reviews and approvals of development applications and completion of public sector infrastructure projects</p> <p>Active involvement in OMB hearings and mediation related to the appeals of VOP2010 and related secondary plans</p> <p>Initiate the New Community Areas ( Blocks 27 &amp; 41)Transportation Master Plan, servicing and storm water management studies in support of the preparation of the Secondary Plans</p> <p>Review and provide engineering input on Block Plans for communities in 34E, 34W, 40/47, 59 once complete block plan applications and supporting studies are submitted.</p> <p>Initiate Class EA for Street A in Block 59</p> <p>Facilitate completion of rapid transit and highway/arterial road expansion initiatives including Hwy 7 BRT , design of bridges and services around 427 extension in the City and growth management through infrastructure planning:</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Q1</p> <p>Ongoing</p> <p>Q1</p> <p>On-going</p>	<p>Existing staff, subject to results of "Development Process Mapping" exercise</p> <p>Existing staff and external consultants as necessary</p> <p>Existing staff and external consultants Target date for release of RFP</p> <p>Existing staff and external peer review consultants if necessary</p> <p>Managed by existing staff with external consultant</p> <p>Existing staff</p>

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Facilitate the coordination, design and construction of the TYSSE, Highway 7 BRT and Yonge Subway extension projects	On-going	Existing staff
	Participate in the GTA West – Stage 2 EA study and facilitate the advancement of the 427 extension project.	Initiated in Q3 2014	Existing staff
	Participate and provide input to the comprehensive review of the Metrolinx “Big Move” RTP, Regional Express Rail and Regional Transportation & Servicing Master Plans update	Q4	Existing staff
	Implement the growth related elements of the City’s Water, Wastewater, Storm Water and Transportation Master Plans	On-going	Existing staff
Perform effective asset management for better financial management	Complete review of Development Engineering Fees	Q4	External consultant
	Development of a financial strategy for the Black Creek Renewal project in conjunction with Development Finance and Investment Dept. and Executive Director.	Q4	Existing staff with assistance from external consultant as needed
Protect the environment	Continue to promote environmental protection through oversight of erosion and sediment measures on construction sites, sewer commissioning. Leverage technology to build an efficient monitoring program and data management	Ongoing	Existing staff
2016 Initiatives			
Comprehensive business effectiveness for development engineering service delivery	Continue to implement, monitor and adapt development process map and Department organization to improve service delivery for development applications. Leverage technology where possible.	Ongoing	Existing staff
Citizen and business focused development	Continue to support the plan to build a dynamic Vaughan Metropolitan	Ongoing	Existing staff

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
engineering service delivery program	Centre through the completion of the timely reviews and approvals of development applications and completion of public sector infrastructure projects		
	Continue to work on New Community Areas ( Blocks 27 & 41) Transportation Master Plan, Block 27 Mobility Hub, servicing and storm water management studies in support of the preparation of the Secondary Plans	Q4	Managed by existing staff with external consultant
	Begin preparation for City's 5-year Official Plan review through the preparation of terms of reference for TMP and Servicing strategy review/update	Q2	Existing staff
	Active involvement in OMB hearings and mediation related to the appeals of VOP2010 and related secondary plans	On-going	Existing staff plus external consultants as needed
	Complete Class EA for Street A in Block 59 and coordinate the integration of the preferred alternative in the design of the Highway 427 Extension project	Q2	Managed by existing staff with external consultant
	Facilitate completion of rapid transit and highway/arterial road expansion initiatives in the City and manage infrastructure planning:		
	Facilitate the coordination, design and construction of the TYSSE, Highway 7 BRT and Yonge Subway extension projects	On-going	Existing staff
	Participate in the GTA West – Stage 2 EA study and facilitate the advancement of the 427 extension project.	On-going	Existing staff
	Participate and provide input to the comprehensive review of the Metrolinx "Big Move" RTP and Regional Transportation & Servicing Master Plans update	Q4	Existing staff



## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Implement the growth related elements of the City's Water, Wastewater, Storm Water and Transportation Master Plans	On-going	Existing staff
<b>2017 Initiatives</b>			
Comprehensive business effectiveness for development engineering service delivery	Continue to implement, monitor and adapt development process map and Department organization to improve service delivery for development applications. Leverage technology where possible.	On-going	Existing Staff
Citizen and business focused development engineering service delivery program	Support the plan to build a dynamic VMC through the completion of the timely reviews and approvals of development applications and completion of public sector infrastructure projects	On-going	Existing staff
	Complete the New Community Areas ( Blocks 27 & 41)Transportation Master Plan, servicing and storm water management studies in support of the preparation of the Secondary Plans	Q2	Managed by existing staff with external consultant
	Partner with planning to provide engineering and transportation input to the comprehensive 5 year review of the City's Official Plan.	2017/18	Existing staff with assistance from external consultants
	Continue to review and provide engineering input on Block Plans for communities in 34E, 34W, 27,41 as they are submitted.	On-going	Existing staff with assistance from external peer review consultants if necessary
	Initiate the transportation review associated with the Concord Go secondary plan	Q4	Managed by existing staff with external consultant
	Facilitate completion of rapid transit and highway/arterial road expansion initiatives in the City and manage infrastructure planning:		



## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Facilitate the coordination, design and construction of the TYSSE, Highway 7 BRT and Yonge Subway extension projects	On-going	Existing staff
	Participate in the GTA West – Stage 2 EA study and facilitate the advancement of the 427 extension project.	On-going	Existing staff
	Implement the growth related elements of the City's Water, Wastewater, Storm Water and Transportation Master Plans	On-going	Existing staff
Perform effective asset management for better financial management	Initiate the updating of the engineering component of the city-wide development charge background study.	Q1	Managed by existing staff with external consultant if required
2018 Initiatives			
Citizen and business focused development engineering service delivery program	Support the plan to build a dynamic VMC through the completion of the timely reviews and approvals of development applications and completion of public sector infrastructure projects	Ongoing	Existing staff
	Partner with planning to provide engineering and transportation input to the comprehensive 5 year review of the City's Official Plan.	2018	Existing staff plus external consultant as needed
	Facilitate completion of rapid transit and highway/arterial road expansion initiatives in the City and manage infrastructure planning:		
	Facilitate the coordination, design and construction of the Highway 7 BRT and Yonge Subway extension projects	On-going	Existing staff
	Participate in the GTA West – Stage 2 EA study and facilitate the advancement of the 427 extension project.	On-going	Existing staff

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Perform effective asset management for better financial management	Complete the updating of the engineering component of the city-wide development charge background study.	Q2	Existing staff plus external consultant as needed

## Business Performance

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

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

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

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

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
# of executed agreements	32	44	23	25	17	24
Construction value for processed subdivisions agreements	\$91M	\$57M	\$19M	\$98M	\$49M	\$88M
# of permits	2934	2850	2250	1224	1272	903
# of Development Applications	181	188	215	218	211	212
Total Number of Consents and Variance Applications	340	362	367	400	419	440
# of studies (incl. EPS and Transportation)	77	69	82	89	99	106
# of CTS complaints	613	820	543	639	774	810

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFECTIVENESS: How well do we do it?</b>						
Average turnaround time for executed agreement against established metrics	N/A	N/A	N/A	N/A	N/A	To be determined after process review with ICI
% of grading permit processed within 10 days	N/A	N/A	N/A	N/A	N/A	To be determined based on process review with ICI
% Development application turnaround time within established timelines	N/A	N/A	N/A	N/A	N/A	To be determined based on process review with ICI

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- Number of executed agreements, site plans, CoA applications, grading permits, and studies continue to increase annually
- Construction value of processed subdivision agreements continues to fluctuate
- Number of complaints resolved annually is expected to remain consistent with previous years
- The complexity and time commitment required to process development application has increased with infill and high density proposals
- OMB hearings and mediation require an increasingly larger dedication of staff time and departmental resources.
- Workload and span of control for some managers is an emerging concern, which is being addressed in part by an FTE request in 2015 for a Supervisor of Inspection and Lot Grading.
- Need to improve communication and collaboration with Planning Commission through process efficiencies and organizational structure initiatives;
- Development Process Mapping will identify process efficiencies and resource needs to meet department service expectations and effectively manage workload.

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**Department Head Sign-off**

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

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## **Development Engineering Services**

### **2015-2018 Business Plan**

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**Commissioner of Public Works  
Sign-off**

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

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**Commissioner of Planning Sign-  
off**

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



CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*Capital Delivery & Asset Management*

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Actual Forecast 2014*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Capital Delivery & Asset Mgmt																
Revenue																
		3618 Dept. Misc. Revenues	15,127	19,576	13,300	370	0	13,670	370	2.8%	14,040	370	14,410	370	14,780	370
		<b>Total Revenue</b>	<b>15,127</b>	<b>19,576</b>	<b>13,300</b>	<b>370</b>	<b>0</b>	<b>13,670</b>	<b>370</b>	<b>2.8%</b>	<b>14,040</b>	<b>370</b>	<b>14,410</b>	<b>370</b>	<b>14,780</b>	<b>370</b>
Labour Costs																
		7010 Full Time	2,416,019	#####	2,845,508	(1,367,518)	0	1,477,990	(1,367,518)	(48.1)%	1,499,060	21,070	1,508,997	9,937	1,514,827	5,830
		7012 Overtime	42,397	45,940	63,666	3,921	(17,449)	50,138	(13,528)	(21.2)%	50,138	0	50,138	0	50,138	0
		7015 Part Time	51,971	55,560	76,487	(30,596)	0	45,891	(30,596)	(40.0)%	45,891	0	45,891	0	45,891	0
		7016 Full Time Contracts	26,060	29,080	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	663,949	737,442	787,584	(360,953)	(4,764)	421,867	(365,717)	(46.4)%	435,402	13,535	449,080	13,678	461,742	12,662
		7020 - Benefits - FT Contract	2,554	2,893	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>3,202,950</b>	<b>3,228,128</b>	<b>3,773,245</b>	<b>(1,755,146)</b>	<b>(22,213)</b>	<b>1,995,886</b>	<b>(1,777,359)</b>	<b>(47.1)%</b>	<b>2,030,491</b>	<b>34,605</b>	<b>2,054,106</b>	<b>23,615</b>	<b>2,072,598</b>	<b>18,492</b>
Other Expenses																
		7100 Mileage	8,472	12,820	21,179	(580)	(2,689)	17,910	(3,269)	(15.4)%	17,910	0	17,910	0	17,910	0
		7103 407-ETR Toll Charges	165	333	244	0	0	244	0	0.0%	244	0	244	0	244	0
		7105 Membership/Dues/Fees	6,861	12,899	9,002	(500)	(4,027)	4,475	(4,527)	(50.3)%	4,475	0	4,475	0	4,475	0
		7110 Meals & Meal Allowances	1,650	1,718	2,749	0	22	2,771	22	0.8%	2,771	0	2,771	0	2,771	0
		7115 Training & Development	13,408	36,307	41,819	(2,000)	(4,656)	35,163	(6,656)	(15.9)%	35,163	0	35,163	0	35,163	0
		7122 Cellular Telephones	8,251	9,386	11,637	(500)	(1,570)	9,567	(2,070)	(17.8)%	9,567	0	9,567	0	9,567	0
		7125 Subscriptions/Publications	0	552	965	0	0	965	0	0.0%	965	0	965	0	965	0
		7130 Seminars & Workshops	6,491	9,833	8,059	(300)	(1,000)	6,759	(1,300)	(16.1)%	6,759	0	6,759	0	6,759	0
		7135 - Advertising/Branding	0	269	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7200 Office Supplies	9,170	7,368	9,317	(150)	(794)	8,373	(944)	(10.1)%	8,373	0	8,373	0	8,373	0
		7203 Drafting Supplies	2,952	3,493	7,676	0	0	7,676	0	0.0%	7,676	0	7,676	0	7,676	0
		7205 Computer Supplies	1,471	1,877	3,467	0	67	3,534	67	1.9%	3,534	0	3,534	0	3,534	0
		7210 Office Equip. & Furniture	24,656	1,532	2,593	(1,500)	0	1,093	(1,500)	(57.8)%	1,093	0	1,093	0	1,093	0
		7211 Computer Hardware/Software	27,725	25,899	37,688	(2,500)	0	35,188	(2,500)	(6.6)%	35,188	0	35,188	0	35,188	0
		7220 Copiers, Faxes and Supplies	6,100	9,885	13,151	0	89	13,240	89	0.7%	13,240	0	13,240	0	13,240	0
		7222 Printing	1,465	1,531	3,065	0	11	3,076	11	0.4%	3,076	0	3,076	0	3,076	0
		7226 Courier Services	26	74	280	0	0	280	0	0.0%	280	0	280	0	280	0
		7300 Protective Clothing/Uniforms	1,066	1,565	3,374	0	(644)	2,730	(644)	(19.1)%	2,730	0	2,730	0	2,730	0
		7330 Materials & Supplies	813	486	1,935	(3)	0	1,932	(3)	(0.2)%	1,932	0	1,932	0	1,932	0
		7335 Small Tools & Equipment	6,973	5,925	6,937	0	0	6,937	0	0.0%	6,937	0	6,937	0	6,937	0
		7365 Safety Equipment	403	406	1,621	0	(800)	821	(800)	(49.4)%	821	0	821	0	821	0
		7415 Rental, Leases - Vehicles	10,454	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7520 Professional Fees	7,245	52,074	135,305	0	(80,000)	55,305	(80,000)	(59.1)%	55,305	0	55,305	0	55,305	0
		7531 Service Contracts	0	179,525	179,525	0	0	179,525	0	0.0%	179,525	0	179,525	0	179,525	0
		7560 Gas/Diesel - Vehicles	17,662	20,092	23,617	0	(2,300)	21,317	(2,300)	(9.7)%	21,317	0	21,317	0	21,317	0
		7630 Wireless/Internet Commun.	235	332	800	0	0	800	0	0.0%	800	0	800	0	800	0
		7699 Sundry Expenses	208	185	300	0	24	324	24	8.0%	324	0	324	0	324	0
		<b>Total Other Expenses</b>	<b>163,921</b>	<b>396,366</b>	<b>526,305</b>	<b>(8,033)</b>	<b>(98,267)</b>	<b>420,005</b>	<b>(106,300)</b>	<b>(20.2)%</b>	<b>420,005</b>	<b>0</b>	<b>420,005</b>	<b>0</b>	<b>420,005</b>	<b>0</b>
<b>Total Capital Delivery &amp; Asset Mgmt</b>			<b>3,351,744</b>	<b>3,604,918</b>	<b>4,286,250</b>	<b>(1,763,549)</b>	<b>(120,480)</b>	<b>2,402,221</b>	<b>(1,884,029)</b>	<b>(44.0)%</b>	<b>2,436,456</b>	<b>34,235</b>	<b>2,459,701</b>	<b>23,245</b>	<b>2,477,823</b>	<b>18,122</b>

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2013 plus the remainder of the calendarized budget

### 2015 Budget Variance Comments

3618 Dept. Misc. Revenues

Increase reflect Council Approved user fee rates

7010 Full Time

Decrease due to transfer of 7 positions to Trans. Serv. and Parks & Forestry Ops, and 1 position from Dev. Eng. & Infra. Planning Serv., transfer of costs related to Water/Wastewater/Stormwater, offset by pro-rated progressions & economic adjustments

7012 Overtime

Decrease due to re-org reallocation to Trans. Serv. and Parks & Forestry Ops, and Comm. of Public Works, offset by pro-rated progressions & economic adjustments

7017 Benefits

Decrease in relation to salaries and budget guideline increases



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

7100 Mileage	Re-org reallocation to Trans. Serv. and Parks & Forestry Ops, and from Dev. Eng. & Infra. Planning Serv and transfer to Water/Wastewater/Stormwater
7105 Membership/Dues/Fees	Re-org reallocation to Trans. Serv. and Parks & Forestry Ops, and from Dev. Eng. & Infra. Planning Serv and transfer to Water/Wastewater/Stormwater
7110 Meals & Meal Allowances	Re-org reallocation from Dev. Eng. & Infra. Planning Serv
7115 Training & Development	Re-org reallocation to Trans. Serv. and Parks & Forestry Ops, and from Dev. Eng. & Infra. Planning Serv and transfer to Water/Wastewater/Stormwater
7122 Cellular Telephones	Re-org reallocation to Trans. Serv. and Parks & Forestry Ops, transfer to Water/Wastewater/Stormwater and removal of 2014 ARR one time expense
7130 Seminars & Workshops	Re-org reallocation to Trans. Serv. and Parks & Forestry Ops and transfer to Water/Wastewater/Stormwater
7200 Office Supplies	Re-org reallocation to Trans. Serv. and Parks & Forestry Ops, and from Dev. Eng. & Infra. Planning Serv and transfer to Water/Wastewater/Stormwater
7205 Computer Supplies	Re-org reallocation from Dev. Eng. & Infra. Planning Serv
7210 Office Equip. & Furniture	Decrease due to removal of 2014 ARR one time expense
7211 Computer Hardware/Software	Decrease due to removal of 2014 ARR one time expense
7220 Copiers, Faxes and Supplies	Re-org reallocation from Dev. Eng. & Infra. Planning Serv
7222 Printing	Re-org reallocation from Dev. Eng. & Infra. Planning Serv
7300 Protective Clothing/Uniforms	Re-org reallocation to Trans. Serv. and Parks & Forestry Ops, and from Dev. Eng. & Infra. Planning Serv
7365 Safety Equipment	Re-org reallocation to Trans. Serv. and Parks & Forestry Ops
7520 Professional Fees	Re-org reallocation to Trans. Serv. and Parks & Forestry Ops
7560 Gas/Diesel - Vehicles	Re-org reallocation to Trans. Serv. and Parks & Forestry Ops
7699 Sundry Expenses	Re-org reallocation from Dev. Eng. & Infra. Planning Serv
<b>2016 Budget Variance Comments</b>	
3618 Dept. Misc. Revenues	Increase reflect Council Approved user fee rates
7010 Full Time	Increase due to pro-rated progressions and economic adjustments
7017 Benefits	Increase in relation to salaries and budget guideline increases
<b>2017 Budget Variance Comments</b>	
3618 Dept. Misc. Revenues	Increase reflect Council Approved user fee rates
7010 Full Time	Increase due to pro-rated progressions
7017 Benefits	Increase in relation to salaries and budget guideline increases
<b>2018 Budget Variance Comments</b>	
3618 Dept. Misc. Revenues	Increase as per proposed user fee schedule
7010 Full Time	Increase due to pro-rated progressions
7017 Benefits	Increase in relation to salaries and budget guideline increases

2015 - 2018 Draft Capital Project Listing

Year	Project #	Title	Ward	Project Type	Development Charges	Debenture Financing	Gas Tax	Infrastructure Reserves	Other Sources	Capital from Taxation	Grand Total
2015	CD-1920-15	2015 Road Rehabilitation and Watermain Replacement - Phase 3	W2	Replacement			1,390,000	2,518,900			3,908,900
	CD-1923-15	Municipal Structure Inspection and Reporting in 2015	City-Wide	Legal/Regulatory				101,970			101,970
	CD-1959-15	Traffic Signal Installation - Chriselea Road and Northview Boulevard	W3	Growth	232,300						232,300
	CD-1982-15	Sidewalk on Old Weston Road - Steeles Avenue West to Weston Road	W3	New Initiative					55,000		55,000
	CD-2003-15	Culvert Replacement on King-Vaughan Road	W1	Replacement				215,270			215,270
	CD-2004-15	Guide Rail Replacement on Albion Vaughan Road	W1	Replacement				101,970			101,970
	CD-2006-15	Major Mackenzie Drive Streetscape - Phase 1b City Hall Campus	W1	Growth	82,480			234,760			317,240
	CD-2009-15	Traffic Signal Installation - McNaughton Road and Troon Avenue / Rodinea Road	W4	Growth	232,300						232,300
	CD-2010-15	Traffic Signal Installation - Colossus Drive and Famous Avenue	W4	Growth	247,750						247,750
	CD-2011-15	Traffic Signal Improvements on Clark Avenue	W5	New Initiative				441,900			441,900
	CD-2012-15	Active Transportation Facility on McNaughton Road - Keele Street to Major Mackenzie Drive	W4	New Initiative			253,000				253,000
	CD-2013-15	Sidewalk (walkway) Replacement between Islington Avenue & Dorengate Drive	W2	Replacement			55,000				55,000
	CD-2014-15	Rivermede Rd and Bowes Rd Flood Remediation - Class EA, Design andConstruction	W4	Replacement				113,300			113,300
	CD-2015-15	2016 Road Rehabilitation	City-Wide	Replacement			275,350				275,350
	CD-2016-15	2016 Watermain Replacement	City-Wide	Replacement				317,300			317,300
	CD-2017-15	Sanitary Installation in the Coldspring Road Putting Green Crescent Community	W1	New Initiative				113,300			113,300
	CD-2018-15	2017 Road Rehabilitation	City-Wide	Replacement			339,900				339,900
	CD-2019-15	2017 Watermain Replacement	City-Wide	Replacement				634,500			634,500
	EN-1886-12	Bridge Rehabilitation - Humber Bridge Trail	W1	Replacement			1,500,000				1,500,000
	EN-1888-13	Bridge Rehabilitation - Glen Shields Avenue	W5	Replacement			1,500,400				1,500,400
	EN-1912-14	2015 Pavement Management Program - Phase 1	W2,W3,W4	Replacement		863,211	2,544,659				3,407,870
	EN-1913-14	2015 Pavement Management Program - Phase 2	W1,W5	Replacement			3,569,000				3,569,000
	EN-1914-14	2015 Road Rehabilitation and Watermain Replacement - Phase 1	W1	Replacement		805,888		743,897			1,549,785
	EN-1915-14	2015 Road Rehabilitation and Watermain Replacement - Phase 2	W3	Replacement		510,084		2,174,570			2,684,654
	EN-1944-13	2014 Road Rehabilitation and Watermain Replacement - Phase 3	W2	Replacement		543,800		692,200			1,236,000
	EN-1950-13	Clarence Street Slope Stabilization - Phase 2	W2	Replacement			500,000				500,000
2015 Total					794,830	2,722,983	11,927,309	8,403,837	55,000		23,903,959
2016	CD-1907-16	Creation of CAD Standards	City-Wide	New Initiative						51,500	51,500
	CD-1930-16	Sidewalk on Keele Street - McNaughton Road to Teston Road	W4	Growth	37,080						37,080
	CD-1931-16	Sidewalk on Keele Street - Kirby Road to Peak Point Blvd	W1	Growth	20,600						20,600
	CD-1957-16	Cycle Path Works on Islington Avenue - Rutherford Rd to Wycliffe Ave.	W2	Growth	123,600						123,600
	CD-1978-16	Active Transportation Facility on Pine Valley Drive - Steeles AveW to Langstaff Rd	W2,W3	Growth	56,650						56,650
	CD-1979-16	Sidewalk on Bathurst Street - North Park Rd to New Westminster Dr	W5	Growth	56,650						56,650
	CD-1980-16	Sidewalk on Weston Road - Major Mackenzie Drive to Greenbrooke Drive	W3	Growth	45,320						45,320
	CD-1984-16	Sidewalk and Street Lighting on Keele Street - Langstaff Road to Rutherford Road	W1,W4	New Initiative	84,975						84,975
	CD-1986-16	Sidewalk on Basaltic Road and Planchet Road - Langstaff Rd to Cul-de-sac/ 220 Basaltic Road	W4	New Initiative			228,800				228,800
	CD-2001-16	2018 Road Rehabilitation	City-Wide	Replacement		345,600					345,600
	CD-2002-16	2018 Watermain Replacement	City-Wide	Replacement				566,500			566,500
	CD-2005-16	Street Lighting on Teston Road - Hwy 400 to Weston Road	W1	Growth	56,650						56,650
	CD-2007-16	Sidewalk and Street Lighting on Major Mackenzie Drive by York Region - Phase 2	W1,W2	Growth	1,472,900						1,472,900
	CD-2008-16	Sidewalk on Highway 27 by York Region - Royalpark Way to Martin Grove Road	W2	Growth	241,400						241,400
	CD-2013-15	Sidewalk (walkway) Replacement between Islington Avenue & Dorengate Drive	W2	Replacement			165,000				165,000
	CD-2014-15	Rivermede Rd and Bowes Rd Flood Remediation - Class EA, Design andConstruction	W4	Replacement				113,300			113,300
	CD-2015-15	2016 Road Rehabilitation	City-Wide	Replacement		5,180,300	2,782,000				7,962,300
	CD-2016-15	2016 Watermain Replacement	City-Wide	Replacement				2,673,900			2,673,900
	EN-1889-13	Bridge Replacement/ Rehabilitation Environmental Assessment - KingVaughan Road	W1	Replacement			500,000				500,000
	EN-1960-13	Sidewalk on Weston Road - Steeles Avenue West to Rutherford Road	W3	Growth	515,000						515,000
	EN-1972-13	Active Transportation Facility and Streetlighting on Dufferin Street - Kirby Road to Teston Road	W1	Growth	576,800						576,800
	EN-1993-14	Bridge Rehabilitation - Willis Road	W2	Replacement		1,356,323			338,682		1,695,005
	EN-1994-14	Bridge Rehabilitation - Nort Johnson District Park	W2	Replacement					336,600		336,600
2016 Total					3,287,625	6,882,223	3,675,800	3,353,700	675,282	51,500	17,926,130
2017	CD-1949-17	Pedestrian Link Feasibility Study	W2	New Initiative						35,535	35,535
	CD-1978-16	Active Transportation Facility on Pine Valley Drive - Steeles AveW to Langstaff Rd	W2,W3	Growth	770,440						770,440
	CD-1980-16	Sidewalk on Weston Road - Major Mackenzie Drive to Greenbrooke Drive	W3	Growth	362,560						362,560
	CD-1984-16	Sidewalk and Street Lighting on Keele Street - Langstaff Road to Rutherford Road	W1,W4	New Initiative	594,825						594,825
	CD-1985-17	Sidewalk on Doney Crescent - Keele Street to Cul-de-sac	W4	Growth					44,000		44,000
	CD-1991-17	Traffic Signal Installation - Interchange Way and Interchange Way	W4	Growth	232,300						232,300
	CD-1996-17	Municipal Structure Inspection and Reporting in 2017	City-Wide	Legal/Regulatory				101,970			101,970
	CD-2005-16	Street Lighting on Teston Road - Hwy 400 to Weston Road	W1	Growth	186,945						186,945
	CD-2018-15	2017 Road Rehabilitation	City-Wide	Replacement		6,548,500	2,818,200				9,366,700
	CD-2019-15	2017 Watermain Replacement	City-Wide	Replacement				5,155,200			5,155,200
2017 Total					2,147,070	6,548,500	2,818,200	5,257,170	44,000	35,535	16,850,475
2018	CD-1853-18	Lay-by Parking on Vellore Woods Boulevard	W3	New Initiative						154,500	154,500
	CD-1883-18	Right Turning Lane - Willis Road and Pine Valley Drive	W3	New Initiative					340,000	103,000	443,000
	CD-1930-16	Sidewalk on Keele Street - McNaughton Road to Teston Road	W4	Growth	148,320						148,320
	CD-1931-16	Sidewalk on Keele Street - Kirby Road to Peak Point Blvd	W1	Growth	82,400						82,400
	CD-1938-18	Streetscape Maple Area - Phase 3	W1	New Initiative						154,500	154,500
	CD-1939-18	Streetscape Maple Area - Phase 2	W1	New Initiative						139,050	139,050
	CD-1962-18	Hydro-Geological Study for Anthony Lane	W5	New Initiative						154,500	154,500
	CD-2001-16	2018 Road Rehabilitation	City-Wide	Replacement		6,995,600	3,000,000				9,995,600
	CD-2002-16	2018 Watermain Replacement	City-Wide	Replacement				4,584,200			4,584,200
2018 Total					230,720	6,995,600	3,000,000	4,584,200	340,000	705,550	15,856,070
2019+	CD-1938-18	Streetscape Maple Area - Phase 3	W1	New Initiative						2,657,400	2,657,400
	CD-1939-18	Streetscape Maple Area - Phase 2	W1	New Initiative						1,251,450	1,251,450
	CD-1985-17	Sidewalk on Doney Crescent - Keele Street to Cul-de-sac	W4	Growth					223,300		223,300
2019+ Total									223,300	3,908,850	4,132,150
Grand Total					6,460,245	23,149,306	21,421,309	21,598,907	1,337,582	4,701,435	78,668,784





CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*Development Engineering &  
Infrastructure Planning Services*

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Actual Forecast 2014	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Develop. Eng &amp; Infra. Planning Serv</b>																
<b>Revenue</b>																
		3574 Rev. frm Recov. Expenses	27,357	67,123	189,012	(89,012)	0	100,000	(89,012)	(47.1)%	100,000	0	100,000	0	100,000	0
		3605 Infill Lot Grading	188,200	188,577	265,728	(30,078)	0	235,650	(30,078)	(11.3)%	247,735	12,085	252,020	4,285	256,825	4,805
		3618 Dept. Misc. Revenues	1,655	14,643	18,848	5,438	0	24,286	5,438	28.9%	24,724	438	25,062	338	25,500	438
		<b>Total Revenue</b>	<b>217,212</b>	<b>270,343</b>	<b>473,588</b>	<b>(113,652)</b>	<b>0</b>	<b>359,936</b>	<b>(113,652)</b>	<b>(24.0)%</b>	<b>372,459</b>	<b>12,523</b>	<b>377,082</b>	<b>4,623</b>	<b>382,325</b>	<b>5,243</b>
<b>Labour Costs</b>																
		7010 Full Time	2,808,739	3,202,325	3,762,369	7,970	0	3,770,339	7,970	0.2%	3,830,645	60,306	3,856,654	26,009	3,869,728	13,074
		7012 Overtime	11,032	42,483	55,422	500	0	55,922	500	0.9%	56,448	526	56,998	550	56,998	0
		7015 Part Time	0	0	2,763	0	0	2,763	0	0.0%	2,763	0	2,763	0	2,763	0
		7016 Full Time Contracts	0	47,836	201,128	(92,835)	0	108,293	(92,835)	(46.2)%	111,554	3,261	98,725	(12,829)	0	(98,725)
		7017 Benefits	755,698	865,706	1,023,559	21,398	0	1,044,957	21,398	2.1%	1,081,083	36,186	1,115,594	34,595	1,146,481	30,971
		7020 Benefits - FT Contract	0	4,757	20,012	9,552	0	29,564	9,552	47.7%	31,012	1,448	28,137	(2,875)	0	(28,137)
		<b>Total Labour Costs</b>	<b>3,575,469</b>	<b>4,163,107</b>	<b>5,065,253</b>	<b>(53,415)</b>	<b>0</b>	<b>5,011,838</b>	<b>(53,415)</b>	<b>(1.1)%</b>	<b>5,113,505</b>	<b>101,727</b>	<b>5,158,871</b>	<b>45,450</b>	<b>5,075,970</b>	<b>(82,817)</b>
<b>Other Expenses</b>																
		7100 Mileage	8,345	10,597	12,000	(2,500)	(211)	9,289	(2,711)	(22.6)%	9,289	0	9,289	0	9,289	0
		7105 Membership/Dues/Fees	6,489	9,992	13,000	(250)	(4,033)	8,717	(4,283)	(32.9)%	8,717	0	8,717	0	8,717	0
		7110 Meals & Meal Allowances	318	1,062	1,000	0	(22)	978	(22)	(2.2)%	978	0	978	0	978	0
		7115 Training & Development	25,337	48,884	42,500	0	7,354	49,854	7,354	17.3%	49,854	0	49,854	0	49,854	0
		7122 Cellular Telephones	8,184	8,969	10,000	(1,000)	(242)	8,758	(1,242)	(12.4)%	8,758	0	8,758	0	8,758	0
		7125 Subscriptions/Publications	0	993	1,500	0	0	1,500	0	0.0%	1,500	0	1,500	0	1,500	0
		7130 Seminars & Workshops	4,819	6,969	5,000	0	0	5,000	0	0.0%	5,000	0	5,000	0	5,000	0
		7200 Office Supplies	5,256	7,256	9,250	0	(2,456)	6,794	(2,456)	(26.6)%	6,794	0	6,794	0	6,794	0
		7205 Computer Supplies	246	750	3,000	0	(1,067)	1,933	(1,067)	(35.6)%	1,933	0	1,933	0	1,933	0
		7210 Office Equip. & Furniture	33,736	6,235	25,000	(25,000)	0	0	(25,000)	(100.0)%	0	0	0	0	0	0
		7211 Computer Hardware/Software	598	13,871	21,700	(18,200)	(500)	3,000	(18,700)	(86.2)%	3,000	0	3,000	0	3,000	0
		7215 Mtce. & Repairs - Equip	0	0	250	0	0	250	0	0.0%	250	0	250	0	250	0
		7220 Copiers, Faxes and Supplies	11,677	18,064	12,500	0	(589)	11,911	(589)	(4.7)%	11,911	0	11,911	0	11,911	0
		7222 Printing	57	585	500	0	189	689	189	37.8%	689	0	689	0	689	0
		7226 Courier Services	122	200	200	0	0	200	0	0.0%	200	0	200	0	200	0
		7300 Protective Clothing/Uniforms	747	971	2,500	0	(56)	2,444	(56)	(2.2)%	2,444	0	2,444	0	2,444	0
		7331 Contractor & Contractor Mat.	23,027	22,560	50,000	0	0	50,000	0	0.0%	50,000	0	50,000	0	50,000	0
		7335 Small Tools & Equipment	1,101	1,892	2,000	0	0	2,000	0	0.0%	2,000	0	2,000	0	2,000	0
		7520 Professional Fees	12,317	7,908	16,000	0	0	16,000	0	0.0%	16,000	0	16,000	0	16,000	0
		7560 Gas/Diesel - Vehicles	11,528	10,748	15,057	0	0	15,057	0	0.0%	15,057	0	15,057	0	15,057	0
		7630 Wireless/Internet Commun.	0	169	0	0	242	242	242	100.0%	242	0	242	0	242	0
		7699 Sundry Expenses	573	1,183	1,098	0	(522)	576	(522)	(47.5)%	576	0	576	0	576	0
		7770 Transfer to Capital Fund	0	0		(141,107)	0	(141,107)	(141,107)	(100.0)%	(145,816)	(4,709)	(130,112)	15,704	0	130,112
		7785 Trsf to Reserve Other	817,059	722,510	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7790 Trsf. to Expend Res	10,000	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	<b>981,537</b>	<b>902,367</b>	<b>244,055</b>	<b>(188,057)</b>	<b>(1,913)</b>	<b>54,085</b>	<b>(189,970)</b>	<b>(77.8)%</b>	<b>49,376</b>	<b>(4,709)</b>	<b>65,080</b>	<b>15,704</b>	<b>195,192</b>	<b>130,112</b>
<b>Total Develop. Eng &amp; Infra. Planning Serv</b>			<b>4,339,794</b>	<b>4,795,131</b>	<b>4,835,720</b>	<b>(127,820)</b>	<b>(1,913)</b>	<b>4,705,987</b>	<b>(129,733)</b>	<b>(2.7)%</b>	<b>4,790,422</b>	<b>84,495</b>	<b>4,846,869</b>	<b>56,531</b>	<b>4,888,837</b>	<b>42,052</b>

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2013 plus the remainder of the calendarized budget

### 2015 Budget Variance Comments

3574 Rev. frm Recov. Expenses

Decrease due to contract expiry for TTC/YRT Inspector

3605 Infill Lot Grading

Decrease due to volume decrease, offset by proposed new user fees, and user fees rate increases

3618 Dept. Misc. Revenues

Increase due to new user fee proposed, and Council approved user fees rate increases

7010 Full Time

Increase due to pro-rated progressions & economic adjustments, offset by the transfer of 1 position to Capital Delivery & Asset Mgmt.

7012 Overtime

Increase due to pro-rate progressions

7016 Full Time Contracts

Decrease due to contract expiry for TTC/YRT Inspector

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

7017 Benefits	Increase in relation to salaries and budget guideline increases
7020 Benefits - FT Contract	Increase due to benefits adjustment for VMC Contract position, offset by contract expiry for TTC/YRT Inspector
7100 Mileage	Re-org reallocation to Capital Delivery & Asset Mgmt., and removal of TTC/YRT Inspector Contract related costs
7105 Membership/Dues/Fees	Re-org reallocation to Capital Delivery & Asset Mgmt., removal of TTC/YRT Inspector Contract related costs, and reallocation to Training & Development
7110 Meals & Meal Allowances	Re-org reallocation to Capital Delivery & Asset Mgmt.
7115 Training & Development	Reallocation from various accounts and re-org reallocation to Capital Delivery & Asset Mgmt.
7122 Cellular Telephones	Reallocation to Wireless/Internet Commun. and removal of TTC/YRT Inspector Contract related costs,
7200 Office Supplies	Reallocation to Training & Development and re-org reallocation to Capital Delivery & Asset Mgmt.
7205 Computer Supplies	Reallocation to Training & Development and re-org reallocation to Capital Delivery & Asset Mgmt.
7210 Office Equip. & Furniture	Decrease due to removal of 2014 ARR's one time expense
7211 Computer Hardware/Software	Decrease due to removal of 2014 ARR's one time expense
7220 Copiers, Faxes and Supplies	Reallocation to Training & Development and re-org reallocation to Capital Delivery & Asset Mgmt.
7222 Printing	Reallocation from Sundry Expenses and re-org reallocation to Capital Delivery & Asset Mgmt.
7300 Protective Clothing/Uniforms	Re-org reallocation to Capital Delivery & Asset Mgmt.
7630 Wireless/Internet Commun.	Reallocation to Cellular Telephones
7699 Sundry Expenses	Reallocation to Printing
7770 Transfer to Capital Fund	Transfer of costs related to VMC Contract Position to Capital Project

### 2016 Budget Variance Comments

3605 Infill Lot Grading	Increase mainly due to prices as per proposed user schedule
3618 Dept. Misc. Revenues	Increase mainly due to prices as per proposed user schedule
7010 Full Time	Increase due to pro-rated progressions and economic adjustments
7012 Overtime	Increase due to pro-rated progressions
7016 Full Time Contracts	Increase due to pro-rated progressions and economic adjustments
7017 Benefits	Increase in relation to salaries and budget guideline increases
7020 Benefits - FT Contract	Increase in relation to salaries and budget guideline increases
7770 Transfer to Capital Fund	Transfer of costs related to VMC Contract Position to Capital Project

### 2017 Budget Variance Comments

3605 Infill Lot Grading	Increase mainly due to prices as per proposed user schedule
3618 Dept. Misc. Revenues	Increase mainly due to prices as per proposed user schedule
7010 Full Time	Increase due to pro-rated progressions and economic adjustments
7012 Overtime	Increase due to pro-rated progressions
7016 Full Time Contracts	Decrease due to contract expiry for VMC contract position
7017 Benefits	Increase in relation to salaries and budget guideline increases
7020 Benefits - FT Contract	Decrease due to contract expiry for VMC contract position
7770 Transfer to Capital Fund	Transfer of costs related to VMC Contract Position to Capital Project

### 2018 Budget Variance Comments

3605 Infill Lot Grading	Increase mainly due to prices as per proposed user schedule
3618 Dept. Misc. Revenues	Increase mainly due to prices as per proposed user schedule
7010 Full Time	Increase due to pro-rated progressions
7016 Full Time Contracts	Decrease due to contract expiry for VMC contract position
7017 Benefits	Increase in relation to salaries and budget guideline increases
7020 Benefits - FT Contract	Decrease due to contract expiry for VMC contract position
7770 Transfer to Capital Fund	Transfer of costs related to VMC Contract Position to Capital Project

2015 - 2018 ARR Listing

				Values					
Year	Rationale	Index #	Description	FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2015	Maintain/Growth	130-15-01	Supervisor, Development Inspection and Lot grading	1.0	119,288	2,000	2,500	123,788	0
	Maintain/Growth Total			1.0	119,288	2,000	2,500	123,788	0
2015 Total				1.0	119,288	2,000	2,500	123,788	0
Grand Total				1.0	119,288	2,000	2,500	123,788	0

Year	Project #	Title	Ward	Project Type	Development Charges	Debtenture Financing	Gas Tax	Infrastructure Reserves	Other Sources	Capital from Taxation	Grand Total
2015	1332-0-00	Bass Pro Mills Interchange	W4	Growth	133,900						133,900
	DE-7098-15	Pedestrian and Bicycle Network Implementation Program	City-Wide	New Initiative	305,910						305,910
	DE-7104-15	TMP Education, Promotion, Outreach and Monitoring	City-Wide	Growth	77,250						77,250
	DE-7108-15	School Travel Planning Measures	City-Wide	Growth	51,500						51,500
	DE-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	W1	Growth	2,020,825						2,020,825
	DE-7125-15	OPA 620 (Steeles West) East - West Collector Road	W4	Growth	400,000						400,000
	DE-7138-15	Block 55 PD-KN Watermain Servicing	W1	Growth	2,000,000						2,000,000
	DE-7144-15	Woodbridge Core Area - Functional Servicing Strategy	City-Wide	Growth	120,000						120,000
	DE-7145-15	Huntington Road Watermain (Rutherford Rd. to Trade Valley Dr.)	W1	Growth	1,250,100						1,250,100
	DE-7146-15	VMC Maplecrete Road Watermain Crossing at Highway 7	W4	Growth	155,200						155,200
	DE-7149-15	Major Mackenzie PD6 West Watermain	City-Wide	Growth	123,600						123,600
	DE-7150-15	Zenway / Fogul Sanitary Sub-Trunk	W2	Growth	4,391,000						4,391,000
	DE-7151-15	Huntington Road Reconstruction, Highway 7 to Langstaff Road	W2	Growth	1,700,000						1,700,000
	DE-7156-15	New Community Areas Transportation Study (Block 27 and 41)	W1,W3,W4	Growth	515,000						515,000
	DE-7157-15	Huntington Road Trade Valley to Rutherford - Sanitary Sub-Trunk	W2	Growth	4,511,500						4,511,500
	DE-7158-15	Concord GO Secondary Plan Feasibility Study (Minor Collector Connection to Bowes Road)	W4,W5	Growth	103,000						103,000
	DE-7160-15	Vaughan Metropolitan Centre (VMC) - Utility Servicing Master PlanStrategy	W4	New Initiative	154,000						154,000
2015 Total					18,012,785						18,012,785
2016	DE-7098-15	Pedestrian and Bicycle Network Implementation Program	City-Wide	New Initiative	246,170						246,170
	DE-7104-15	TMP Education, Promotion, Outreach and Monitoring	City-Wide	Growth	77,250						77,250
	DE-7108-15	School Travel Planning Measures	City-Wide	Growth	51,500						51,500
	DE-7113-16	Municipal Class EA OPA 637 - Highway 400 Interchange Connections	W1	Growth	247,200						247,200
	DE-7114-16	Portage Parkway - Applewood to Jane/ Detailed Design	W4	Growth	428,480						428,480
	DE-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	W1	Growth	2,020,825						2,020,825
	DE-7124-16	Block 61 CP Railway Pedestrian Crossing	W1	Growth	482,600						482,600
	DE-7134-16	Huntington Road Construction - Langstaff Road to Rutherford Road	W2	Growth	2,429,000						2,429,000
	DE-7137-16	Block 61 Valley Corridor Crossings	W1	Growth	4,242,400						4,242,400
	DE-7138-15	Block 55 PD-KN Watermain Servicing	W1	Growth	2,104,900						2,104,900
	DE-7139-16	Storm Drainage and Storm Water Management Master Plan Update	City-Wide	Growth	786,100						786,100
	DE-7141-16	Transportation Master Plan Update	City-Wide	Growth	786,100						786,100
	DE-7142-16	Water / Wastewater Master Plan Update	City-Wide	Growth	786,100						786,100
	DT-7120-13	Black Creek Renewal	W4	Growth	4,000,000						4,000,000
	DT-7121-13	Vaughan Metropolitan Centre NE Storm Water Management Pond	W4	Growth	500,000						500,000
2016 Total					19,188,625						19,188,625
2017	DE-7098-15	Pedestrian and Bicycle Network Implementation Program	City-Wide	New Initiative	250,000						250,000
	DE-7104-15	TMP Education, Promotion, Outreach and Monitoring	City-Wide	Growth	77,250						77,250
	DE-7108-15	School Travel Planning Measures	City-Wide	Growth	51,500						51,500
	DE-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	W1	Growth	2,020,825						2,020,825
	DE-7124-16	Block 61 CP Railway Pedestrian Crossing	W1	Growth	3,217,300						3,217,300
	DE-7138-15	Block 55 PD-KN Watermain Servicing	W1	Growth	2,104,900						2,104,900
	DE-7151-15	Huntington Road Reconstruction, Highway 7 to Langstaff Road	W2	Growth	729,000						729,000
	DT-7120-13	Black Creek Renewal	W4	Growth		5,000,000					5,000,000
	DT-7121-13	Vaughan Metropolitan Centre NE Storm Water Management Pond	W4	Growth	1,213,805	4,568,500					5,782,305
2017 Total					9,664,580	9,568,500					19,233,080
2018	DE-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	W1	Growth	2,020,825						2,020,825
	DE-7138-15	Block 55 PD-KN Watermain Servicing	W1	Growth	2,104,900						2,104,900
	DT-7120-13	Black Creek Renewal	W4	Growth	11,764,755	5,235,245					17,000,000
2018 Total					15,890,480	5,235,245					21,125,725
2019+	DT-7120-13	Black Creek Renewal	W4	Growth		19,398,230					19,398,230
2019+ Total						19,398,230					19,398,230
Grand Total					62,756,470	34,201,975					96,958,445



CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*Environmental Services*



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Actual Forecast 2014*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Environmental Services</b>																
<b>Revenue</b>																
		3550 Departmental Revenues	15,028	15,587	14,200	3,000	0	17,200	3,000	21.1%	17,200	0	17,200	0	17,200	0
		3574 Rev. frm Recov. Expenses	11,707	14,764	13,832	650	0	14,482	650	4.7%	14,482	0	16,040	1,558	16,040	0
		3612 Service Charges	8,277	7,434	10,125	0	0	10,125	0	0.0%	10,125	0	10,125	0	10,125	0
		3614 General Revenue	130,576	139,180	132,354	3,045	0	135,399	3,045	2.3%	138,544	3,145	141,725	3,181	144,930	3,205
		3618 Dept. Misc. Revenues	25	1,768	2,600	60	0	2,660	60	2.3%	2,720	60	2,760	40	2,760	0
		3780 Tourism/Rec'n Grant	1,046,384	1,017,726	1,067,320	16,000	0	1,083,320	16,000	1.5%	1,099,560	16,240	1,116,060	16,500	1,132,800	16,740
		<b>Total Revenue</b>	<b>1,211,996</b>	<b>1,196,459</b>	<b>1,240,431</b>	<b>22,755</b>	<b>0</b>	<b>1,263,186</b>	<b>22,755</b>	<b>1.8%</b>	<b>1,282,631</b>	<b>19,445</b>	<b>1,303,910</b>	<b>21,279</b>	<b>1,323,855</b>	<b>19,945</b>
<b>Labour Costs</b>																
		7010 Full Time	1,191,661	1,136,242	1,278,857	(664,079)	0	614,778	(664,079)	(51.9)%	620,224	5,446	621,556	1,332	621,556	0
		7012 Overtime	17,888	17,557	19,860	704	(3,372)	17,192	(2,668)	(13.4)%	17,192	0	17,192	0	17,192	0
		7015 Part Time	187,596	206,164	236,333	(54,973)	0	181,360	(54,973)	(23.3)%	181,360	0	181,360	0	181,360	0
		7016 Full Time Contracts	15,863	39,363	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	342,641	329,033	371,704	(179,740)	(921)	191,043	(180,661)	(48.6)%	195,915	4,872	200,774	4,859	205,420	4,646
		7020 Benefits - FT Contract	1,555	3,916	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>1,757,204</b>	<b>1,732,274</b>	<b>1,906,754</b>	<b>(898,088)</b>	<b>(4,293)</b>	<b>1,004,373</b>	<b>(902,381)</b>	<b>(47.3)%</b>	<b>1,014,691</b>	<b>10,318</b>	<b>1,020,882</b>	<b>6,191</b>	<b>1,025,528</b>	<b>4,646</b>
<b>Other Expenses</b>																
		7100 Mileage	1,150	1,017	1,355	0	0	1,355	0	0.0%	1,355	0	1,355	0	1,355	0
		7103 407-ETR Toll Charges	161	351	173	0	0	173	0	0.0%	173	0	173	0	173	0
		7105 Membership/Dues/Fees	13,417	14,544	11,728	0	178	11,906	178	1.5%	11,906	0	11,906	0	11,906	0
		7110 Meals & Meal Allowances	283	2,345	2,556	0	(1,173)	1,383	(1,173)	(45.9)%	1,383	0	1,383	0	1,383	0
		7115 Training & Development	10,938	6,462	12,176	(500)	(1,282)	10,394	(1,782)	(14.6)%	10,394	0	10,394	0	10,394	0
		7120 Telephone Charges	0	2,048	789	0	1,682	2,471	1,682	213.2%	2,471	0	2,471	0	2,471	0
		7122 Cellular Telephones	4,945	6,718	7,347	(620)	(1,320)	5,407	(1,940)	(26.4)%	5,407	0	5,407	0	5,407	0
		7125 Subscriptions/Publications	7,942	7,079	7,167	0	0	7,167	0	0.0%	7,167	0	7,167	0	7,167	0
		7130 Seminars & Workshops	40	570	977	0	0	977	0	0.0%	977	0	977	0	977	0
		7135 Advertising	0	1,516	1,516	0	0	1,516	0	0.0%	1,516	0	1,516	0	1,516	0
		7140 Promotion & Education	139,600	200,803	195,500	0	1,000	196,500	1,000	0.5%	196,500	0	196,500	0	196,500	0
		7200 Office Supplies	9,951	13,444	9,963	(1,000)	(300)	8,663	(1,300)	(13.0)%	8,663	0	8,663	0	8,663	0
		7203 Drafting Supplies	3,518	2,087	3,731	0	(3,731)	0	(3,731)	(100.0)%	0	0	0	0	0	0
		7205 Computer Supplies	1,557	2,222	4,749	0	(3,249)	1,500	(3,249)	(68.4)%	1,500	0	1,500	0	1,500	0
		7210 Office Equip. & Furniture	6,247	7,281	3,543	0	0	3,543	0	0.0%	3,543	0	3,543	0	3,543	0
		7211 Computer Hardware/Software	3,524	12,318	14,673	0	967	15,640	967	6.6%	15,640	0	15,640	0	15,640	0
		7220 Copiers, Faxes and Supplies	15,690	14,101	16,519	0	(1,000)	15,519	(1,000)	(6.1)%	15,519	0	15,519	0	15,519	0
		7222 Printing	71	125	500	0	0	500	0	0.0%	500	0	500	0	500	0
		7226 Courier Services	69	71	250	0	0	250	0	0.0%	250	0	250	0	250	0
		7300 Protective Clothing/Uniforms	930	1,055	1,831	(300)	(452)	1,079	(752)	(41.1)%	1,079	0	1,079	0	1,079	0
		7330 Materials & Supplies	78,131	51,645	78,924	6,956	0	85,880	6,956	8.8%	85,880	0	85,990	110	85,990	0
		7331 Contractor & Contractor Mat.	8,890,692	8,390,412	9,195,544	(37,251)	0	9,158,293	(37,251)	(0.4)%	9,541,933	383,640	9,728,504	186,571	9,918,944	190,440
		7345 Radio Operations	4,782	7,522	7,513	0	0	7,513	0	0.0%	7,513	0	7,513	0	7,513	0
		7400 Bank Charges	12,082	10,975	9,338	0	0	9,338	0	0.0%	9,338	0	9,338	0	9,338	0
		7410 Rental, Leases - Equipment	0	820	820	0	0	820	0	0.0%	820	0	820	0	820	0
		7520 Professional Fees	0	2,126	8,507	0	0	8,507	0	0.0%	8,507	0	8,507	0	8,507	0
		7560 Gas/Diesel - Vehicles	2,166	5,163	5,916	(1,681)	(1,232)	3,003	(2,913)	(49.2)%	3,123	120	3,246	123	3,285	39
		7699 Sundry Expenses	4	161	400	0	0	400	0	0.0%	400	0	400	0	400	0
		7700 Chgs. from Othe Depts.	1,946	4,255	4,080	0	0	4,080	0	0.0%	4,080	0	4,080	0	4,080	0
		7710 Internal Recoveries	(7,925)	(8,114)	(7,990)	0	0	(7,990)	0	0.0%	(7,990)	0	(7,990)	0	(7,990)	0
		<b>Total Other Expenses</b>	<b>9,201,911</b>	<b>8,761,123</b>	<b>9,600,095</b>	<b>(34,396)</b>	<b>(9,912)</b>	<b>9,555,787</b>	<b>(44,308)</b>	<b>(0.5)%</b>	<b>9,939,547</b>	<b>383,760</b>	<b>10,126,351</b>	<b>186,804</b>	<b>10,316,830</b>	<b>190,479</b>
<b>Total Environmental Services</b>			<b>9,747,119</b>	<b>9,296,938</b>	<b>10,266,418</b>	<b>(955,239)</b>	<b>(14,205)</b>	<b>9,296,974</b>	<b>(969,444)</b>	<b>(9.4)%</b>	<b>9,671,607</b>	<b>374,633</b>	<b>9,843,323</b>	<b>171,716</b>	<b>10,018,503</b>	<b>175,180</b>

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2013 plus the remainder of the calendarized budget



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Actual Forecast 2014*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Environmental Services - Admin</b>																
	<b>Revenue</b>															
		3618 Dept. Misc. Revenues	25	1,768	2,600	60	0	2,660	60	2.3%	2,720	60	2,760	40	2,760	0
		<b>Total Revenue</b>	25	1,768	2,600	60	0	2,660	60	2.3%	2,720	60	2,760	40	2,760	0
	<b>Labour Costs</b>															
		7010 Full Time	848,886	865,409	972,119	(604,474)	0	367,645	(604,474)	(62.2)%	372,475	4,830	373,807	1,332	373,807	0
		7012 Overtime	17,864	17,147	15,840	704	(3,372)	13,172	(2,668)	(16.8)%	13,172	0	13,172	0	13,172	0
		7015 Part Time	187,596	182,342	205,179	(54,973)	0	150,206	(54,973)	(26.8)%	150,206	0	150,206	0	150,206	0
		7016 Full Time Contracts	180	306	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	250,771	253,978	285,301	(165,099)	(921)	119,281	(166,020)	(58.2)%	122,695	3,414	125,799	3,104	128,680	2,881
		7020 Benefits - FT Contract	18	30	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	1,305,314	1,319,211	1,478,439	(823,842)	(4,293)	650,304	(828,135)	(56.0)%	658,548	8,244	662,984	4,436	665,865	2,881
	<b>Other Expenses</b>															
		7100 Mileage	679	574	744	0	0	744	0	0.0%	744	0	744	0	744	0
		7103 407-ETR Toll Charges	140	229	51	0	0	51	0	0.0%	51	0	51	0	51	0
		7105 Membership/Dues/Fees	9,703	9,872	7,378	0	178	7,556	178	2.4%	7,556	0	7,556	0	7,556	0
		7110 Meals & Meal Allowances	214	1,927	2,233	0	(1,173)	1,060	(1,173)	(52.5)%	1,060	0	1,060	0	1,060	0
		7115 Training & Development	5,804	4,607	7,047	(500)	(1,282)	5,265	(1,782)	(25.3)%	5,265	0	5,265	0	5,265	0
		7120 Telephone Charges	0	2,048	318	0	1,682	2,000	1,682	528.9%	2,000	0	2,000	0	2,000	0
		7122 Cellular Telephones	3,563	4,165	4,297	(620)	(1,320)	2,357	(1,940)	(45.1)%	2,357	0	2,357	0	2,357	0
		7125 Subscriptions/Publications	7,942	7,015	6,908	0	0	6,908	0	0.0%	6,908	0	6,908	0	6,908	0
		7130 Seminars & Workshops	40	570	977	0	0	977	0	0.0%	977	0	977	0	977	0
		7135 Advertising	0	377	377	0	0	377	0	0.0%	377	0	377	0	377	0
		7140 Promotion & Education	5,144	5,454	4,500	0	1,000	5,500	1,000	22.2%	5,500	0	5,500	0	5,500	0
		7200 Office Supplies	9,853	13,211	9,775	(1,000)	(300)	8,475	(1,300)	(13.3)%	8,475	0	8,475	0	8,475	0
		7203 Drafting Supplies	3,518	2,087	3,731	0	(3,731)	0	(3,731)	(100.0)%	0	0	0	0	0	0
		7205 Computer Supplies	1,557	2,222	4,749	0	(3,249)	1,500	(3,249)	(68.4)%	1,500	0	1,500	0	1,500	0
		7210 Office Equip. & Furniture	6,247	7,281	3,543	0	0	3,543	0	0.0%	3,543	0	3,543	0	3,543	0
		7211 Computer Hardware/Software	3,065	8,902	11,023	0	967	11,990	967	8.8%	11,990	0	11,990	0	11,990	0
		7220 Copiers, Faxes and Supplies	15,690	14,101	16,519	0	(1,000)	15,519	(1,000)	(6.1)%	15,519	0	15,519	0	15,519	0
		7222 Printing	71	125	500	0	0	500	0	0.0%	500	0	500	0	500	0
		7226 Courier Services	69	71	250	0	0	250	0	0.0%	250	0	250	0	250	0
		7300 Protective Clothing/Uniforms	599	713	1,131	(300)	(452)	379	(752)	(66.5)%	379	0	379	0	379	0
		7330 Materials & Supplies	279	197	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7331 Contractor & Contractor Mat.	2,677	2,632	3,053	0	0	3,053	0	0.0%	3,053	0	3,053	0	3,053	0
		7345 Radio Operations	4,782	7,522	7,513	0	0	7,513	0	0.0%	7,513	0	7,513	0	7,513	0
		7400 Bank Charges	11,053	10,975	9,338	0	0	9,338	0	0.0%	9,338	0	9,338	0	9,338	0
		7560 Gas/Diesel - Vehicles	1,547	3,463	4,080	(1,718)	(1,232)	1,130	(2,950)	(72.3)%	1,213	83	1,298	85	1,298	0
		7699 Sundry Expenses	4	161	400	0	0	400	0	0.0%	400	0	400	0	400	0
		7700 Chgs. from Othe Depts.	946	175	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7710 Internal Recoveries	(7,925)	(7,930)	(7,930)	0	0	(7,930)	0	0.0%	(7,930)	0	(7,930)	0	(7,930)	0
		<b>Total Other Expenses</b>	87,260	102,747	102,505	(4,138)	(9,912)	88,455	(14,050)	(13.7)%	88,538	83	88,623	85	88,623	0
<b>Total Environmental Services - Admin</b>			1,392,549	1,420,190	1,578,344	(828,040)	(14,205)	736,099	(842,245)	(53.4)%	744,366	8,267	748,847	4,481	751,728	2,881

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2013 plus the remainder of the calendarized budget

### 2015 Budget Variance Comments

3618 Dept. Misc. Revenues

Increase due to economic adjustment

7010 Full Time

Decrease due to transfer of 2 positions to Trans. Serv. and Parks & Forestry Ops, 1 position from Solid Waste Mgmt. division and transfer of costs related to Water/Wastewater/Stormwater, offset by pro-rated progressions & economic adjustments

7012 Overtime

Decrease due to re-org reallocation to Trans. Serv. and Parks & Forestry Ops, offset by pro-rated progressions & economic adjustments

7015 Part Time

Increase due to economic adjustment





# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

7017 Benefits	Decrease in relation to salaries and budget guideline increases
7105 Membership/Dues/Fees	Reallocation to Meals and re-org reallocation to Trans. Serv. and Parks & Forestry Ops
7110 Meals & Meal Allowances	Reallocation to Membership/Dues/Fees
7115 Training & Development	Re-org reallocation to Trans. Serv. and Parks & Forestry Ops and transfer to Water/Wastewater/Stormwater
7120 Telephone Charges	Reallocation from Computer Hardware/Software
7122 Cellular Telephones	Re-org reallocation to Trans. Serv. and Parks & Forestry Ops and transfer to Water/Wastewater/Stormwater
7140 Promotion & Education	Reallocation from Copiers, Faxes and Supplies
7200 Office Supplies	Re-org reallocation to Trans. Serv. and Parks & Forestry Ops and transfer to Water/Wastewater/Stormwater
7203 Drafting Supplies	Re-org reallocation to Trans. Serv. and Parks & Forestry Ops
7205 Computer Supplies	Reallocation to Computer Hardware/Software
7211 Computer Hardware/Software	Reallocation to/from various accounts and re-org reallocation to Trans. Serv. and Parks & Forestry Ops
7220 Copiers, Faxes and Supplies	Reallocation to Promotion & Education
7300 Protective Clothing/Uniforms	Re-org reallocation to Trans. Serv. and Parks & Forestry Ops
7560 Gas/Diesel - Vehicles	Re-org reallocation to Trans. Serv. and Parks & Forestry Ops and transfer to Water/Wastewater/Stormwater, offset by budget guideline increases
<b>2016 Budget Variance Comments</b>	
3618 Dept. Misc. Revenues	Increase due to economic adjustment
7010 Full Time	Increase due to pro-rated progressions and economic adjustments
7017 Benefits	Increase in relation to salaries and budget guideline increases
7560 Gas/Diesel - Vehicles	Increase as per budget guidelines
<b>2017 Budget Variance Comments</b>	
3618 Dept. Misc. Revenues	Increase due to economic adjustment
7010 Full Time	Increase due to pro-rated progressions
7017 Benefits	Increase in relation to salaries and budget guideline increases
7560 Gas/Diesel - Vehicles	Increase as per budget guidelines
<b>2018 Budget Variance Comments</b>	
7010 Full Time	Increase due to pro-rated progressions
7017 Benefits	Increase in relation to salaries and budget guideline increases



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Actual Forecast 2014*2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance	
Environmental Services - Solid Waste Management																
Revenue																
		3550 Departmental Revenues	15,028	15,587	14,200	3,000	0	17,200	3,000	21.1%	17,200	0	17,200	0	17,200	0
		3574 Rev. frm Recov. Expenses	11,707	14,764	13,832	650	0	14,482	650	4.7%	14,482	0	16,040	1,558	16,040	0
		3612 Service Charges	8,277	7,434	10,125	0	0	10,125	0	0.0%	10,125	0	10,125	0	10,125	0
		3614 General Revenue	130,576	139,180	132,354	3,045	0	135,399	3,045	2.3%	138,544	3,145	141,725	3,181	144,930	3,205
		3780 Tourism/Rec'n Grant	1,046,384	1,017,726	1,067,320	16,000	0	1,083,320	16,000	1.5%	1,099,560	16,240	1,116,060	16,500	1,132,800	16,740
		Total Revenue	1,211,971	1,194,691	1,237,831	22,695	0	1,260,526	22,695	1.8%	1,279,911	19,385	1,301,150	21,239	1,321,095	19,945
Labour Costs																
		7010 Full Time	342,775	270,833	306,738	(59,605)	0	247,133	(59,605)	(19.4)%	247,749	616	247,749	0	247,749	0
		7012 Overtime	24	410	4,020	0	0	4,020	0	0.0%	4,020	0	4,020	0	4,020	0
		7015 Part Time	0	23,822	31,154	0	0	31,154	0	0.0%	31,154	0	31,154	0	31,154	0
		7016 Full Time Contracts	15,683	39,057	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	91,870	75,055	86,403	(14,641)	0	71,762	(14,641)	(16.9)%	73,220	1,458	74,975	1,755	76,740	1,765
		7020 Benefits - FT Contract	1,537	3,886	0	0	0	0	0	0.0%	0	0	0	0	0	0
		Total Labour Costs	451,890	413,063	428,315	(74,246)	0	354,069	(74,246)	(17.3)%	356,143	2,074	357,898	1,755	359,663	1,765
Other Expenses																
		7100 Mileage	471	442	611	0	0	611	0	0.0%	611	0	611	0	611	0
		7103 407-ETR Toll Charges	21	122	122	0	0	122	0	0.0%	122	0	122	0	122	0
		7105 Membership/Dues/Fees	3,714	4,672	4,350	0	0	4,350	0	0.0%	4,350	0	4,350	0	4,350	0
		7110 Meals & Meal Allowances	69	418	323	0	0	323	0	0.0%	323	0	323	0	323	0
		7115 Training & Development	5,135	1,855	5,129	0	0	5,129	0	0.0%	5,129	0	5,129	0	5,129	0
		7120 Telephone Charges	0	0	471	0	0	471	0	0.0%	471	0	471	0	471	0
		7122 Cellular Telephones	1,383	2,553	3,050	0	0	3,050	0	0.0%	3,050	0	3,050	0	3,050	0
		7125 Subscriptions/Publications	0	64	259	0	0	259	0	0.0%	259	0	259	0	259	0
		7135 Advertising	0	1,139	1,139	0	0	1,139	0	0.0%	1,139	0	1,139	0	1,139	0
		7140 Promotion & Education	134,456	195,350	191,000	0	0	191,000	0	0.0%	191,000	0	191,000	0	191,000	0
		7200 Office Supplies	97	233	188	0	0	188	0	0.0%	188	0	188	0	188	0
		7211 Computer Hardware/Software	459	3,416	3,650	0	0	3,650	0	0.0%	3,650	0	3,650	0	3,650	0
		7300 Protective Clothing/Uniforms	331	342	700	0	0	700	0	0.0%	700	0	700	0	700	0
		7330 Materials & Supplies	77,852	51,448	78,924	6,956	0	85,880	6,956	8.8%	85,880	0	85,990	110	85,990	0
		7331 Contractor & Contractor Mat.	8,888,014	8,387,780	9,192,491	(37,251)	0	9,155,240	(37,251)	(0.4)%	9,538,880	383,640	9,725,451	186,571	9,915,891	190,440
		7400 Bank Charges	1,030	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7410 Rental, Leases - Equipment	0	820	820	0	0	820	0	0.0%	820	0	820	0	820	0
		7520 Professional Fees	0	2,126	8,507	0	0	8,507	0	0.0%	8,507	0	8,507	0	8,507	0
		7560 Gas/Diesel - Vehicles	619	1,700	1,836	37	0	1,873	37	2.0%	1,910	37	1,948	38	1,987	39
		7700 Chgs. from Othe Depts.	1,000	4,080	4,080	0	0	4,080	0	0.0%	4,080	0	4,080	0	4,080	0
		7710 Internal Recoveries	0	(184)	(60)	0	0	(60)	0	0.0%	(60)	0	(60)	0	(60)	0
		Total Other Expenses	9,114,651	8,658,376	9,497,590	(30,258)	0	9,467,332	(30,258)	(0.3)%	9,851,009	383,677	10,037,728	186,719	10,228,207	190,479
Total Environmental Services - Solid Waste Management			8,354,570	7,876,748	8,688,074	(127,199)	0	8,560,875	(127,199)	(1.5)%	8,927,241	366,366	9,094,476	167,235	9,266,775	172,299

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2013 plus the remainder of the calendarized budget

### 2015 Budget Variance Comments

3550 Departmental Revenues	Increase reflect Council Approved user fee rates
3574 Rev. frm Recov. Expenses	Increase reflect Council Approved user fee rates
3614 General Revenue	Increase reflect Council Approved user fee rates
3780 Tourism/Rec'n Grant	Increase based on report from York Region for WDO grant
7010 Full Time	Decrease due to transfer of 1 position to Environmental Services-Admin division, offset by pro-rated progressions & economic adjustments
7017 Benefits	Decrease in relation to salaries and budget guideline increases
7330 Materials & Supplies	Increase mainly due to higher volumes



## Revenue and Expenditure Summary

### 2015 Operating Budget & 2016-18 Operating Plan

7331 Contractor & Contractor Mat.  
7560 Gas/Diesel - Vehicles

Decrease mainly due to lower volumes

#### **2016 Budget Variance Comments**

3614 General Revenue  
3780 Tourism/Rec'n Grant  
7010 Full Time  
7017 Benefits  
7331 Contractor & Contractor Mat.  
7560 Gas/Diesel - Vehicles

Increase reflect Council Approved user fee rates  
Increase based on report from York Region for WDO grant  
Increase due to pro-rated progressions and economic adjustments  
Increase in relation to salaries and budget guideline increases  
Increase due to price adjustment and anticipated volume growth  
Increase as per budget guidelines

#### **2017 Budget Variance Comments**

3574 Rev. frm Recov. Expenses  
3614 General Revenue  
3780 Tourism/Rec'n Grant  
7017 Benefits  
7330 Materials & Supplies  
7331 Contractor & Contractor Mat.  
7560 Gas/Diesel - Vehicles

Increase reflect Council Approved user fee rates  
Increase reflect Council Approved user fee rates  
Increase based on report from York Region for WDO grant  
Increase as per budget guidelines  
Increase due to price adjustments  
Increase due to anticipated volume growth  
Increase as per budget guidelines

#### **2018 Budget Variance Comments**

3614 General Revenue  
3780 Tourism/Rec'n Grant  
7017 Benefits  
7331 Contractor & Contractor Mat.  
7560 Gas/Diesel - Vehicles

Increase as per proposed user fee schedule  
Increase based on report from York Region for WDO grant  
Increase as per budget guidelines  
Increase due to anticipated volume growth  
Increase as per budget guidelines

2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2016	Maintain/Growth	155-15-01	Dispatch Clerk	0.5	38,576	0		0	38,576
	Maintain/Growth Total			0.5	38,576	0		0	38,576
2016 Total				0.5	38,576	0		0	38,576
Grand Total				0.5	38,576	0		0	38,576

Year	Project #	Title	Ward	Project Type	Development Charges	Debtenture Financing	Gas Tax	Infrastructure Reserves	Other Sources	Capital from Taxation	Grand Total
2015	EV-2063-15	ICI Water Meter Replacement Program	City-Wide	Replacement				206,000			206,000
	EV-2076-15	Sample Stations	City-Wide	New Initiative				154,500			154,500
	EV-2078-15	SCADA System Implementation	City-Wide	New Initiative				412,000			412,000
2015 Total								772,500			772,500
2016	EV-2063-15	ICI Water Meter Replacement Program	City-Wide	Replacement				206,000			206,000
2016 Total								206,000			206,000
2017	EV-2063-15	ICI Water Meter Replacement Program	City-Wide	Replacement				206,000			206,000
2017 Total								206,000			206,000
Grand Total								1,184,500			1,184,500



CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*Transportation Services and Parks &  
Forestry Operations*



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Trans Serv and Parks & Forestry Ops																
Revenue																
		3511 Service Charges	62,319	(19,782)	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3513 Investment Income	5,538	7,235	6,000	0	0	6,000	0	0.0%	6,000	0	6,000	0	6,000	0
		3516 Cemetery Fees	0	141,672	67,393	1,468	0	68,861	1,468	2.2%	70,399	1,538	71,393	994	73,217	1,824
		3522 Trsf. fm Res. & Res. Funds	302,556	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3550 Departmental Revenues	68,241	53,173	41,000	2,940	0	43,940	2,940	7.2%	46,980	3,040	47,790	810	48,600	810
		3568 Licenses and Permits	30	20	62	2	0	64	2	3.2%	66	2	66	0	68	2
		3574 Rev. frm Recov. Expenses	177,961	440,711	398,810	(26,066)	0	372,744	(26,066)	(6.5)%	380,837	8,093	385,693	4,856	390,399	4,706
		3586 Rents and Concessions	43,767	44,197	40,400	0	0	40,400	0	0.0%	40,400	0	40,400	0	40,400	0
		3614 General Revenue	500	2,790	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3618 Dept. Misc. Revenues	4,628	18,447	12,944	277	0	13,221	277	2.1%	13,499	278	13,715	216	13,972	257
		3790 Reserves Revenue	82,040	38,010	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>747,580</b>	<b>726,473</b>	<b>566,609</b>	<b>(21,379)</b>	<b>0</b>	<b>545,230</b>	<b>(21,379)</b>	<b>(3.8)%</b>	<b>558,181</b>	<b>12,951</b>	<b>565,057</b>	<b>6,876</b>	<b>572,656</b>	<b>7,599</b>
Labour Costs																
		7010 Full Time	6,890,544	7,242,871	8,041,449	647,542	257,681	8,946,672	905,223	11.3%	9,056,786	110,114	9,077,734	20,948	9,081,321	3,587
		7012 Overtime	559,045	869,182	328,001	12,614	16,173	356,788	28,787	8.8%	358,101	1,313	359,479	1,378	359,479	0
		7015 Part Time	2,429,587	2,684,004	2,209,250	2,249	0	2,211,499	2,249	0.1%	2,211,499	0	2,211,499	0	2,211,499	0
		7016 Full Time Contracts	0	47,992	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	2,244,849	2,449,261	2,463,299	225,868	76,248	2,765,415	302,116	12.3%	2,845,121	79,706	2,917,394	72,273	2,986,708	69,314
		7020 Benefits - FT Contract	0	4,775	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>12,124,025</b>	<b>13,298,084</b>	<b>13,041,999</b>	<b>888,273</b>	<b>350,102</b>	<b>14,280,374</b>	<b>1,238,375</b>	<b>9.5%</b>	<b>14,471,507</b>	<b>191,133</b>	<b>14,566,106</b>	<b>94,599</b>	<b>14,639,007</b>	<b>72,901</b>
Other Expenses																
		7100 Mileage	3,865	5,579	7,514	0	2,900	10,414	2,900	38.6%	10,414	0	10,414	0	10,414	0
		7103 407-ETR Toll Charges	38	763	346	0	0	346	0	0.0%	346	0	346	0	346	0
		7105 Membership/Dues/Fees	5,940	14,141	11,951	5	5,242	17,198	5,247	43.9%	17,198	0	17,198	0	17,198	0
		7110 Meals & Meal Allowances	10,503	12,581	7,535	0	60	7,595	60	0.8%	7,595	0	7,595	0	7,595	0
		7115 Training & Development	47,178	54,791	71,486	(500)	11,882	82,868	11,382	15.9%	77,868	(5,000)	77,868	0	77,868	0
		7120 Telephone Charges	39	482	1,583	0	0	1,583	0	0.0%	1,583	0	1,583	0	1,583	0
		7122 Cellular Telephones	12,690	28,322	34,956	(600)	2,890	37,246	2,290	6.6%	37,246	0	37,246	0	37,246	0
		7125 Subscriptions/Publications	307	0	1,496	0	0	1,496	0	0.0%	1,496	0	1,496	0	1,496	0
		7130 Seminars & Workshops	570	9,124	4,997	0	1,000	5,997	1,000	20.0%	5,997	0	5,997	0	5,997	0
		7135 Advertising	366	3,205	3,872	0	0	3,872	0	0.0%	3,872	0	3,872	0	3,872	0
		7140 Promotion & Education	286	3,144	4,249	1	0	4,250	1	0.0%	4,250	0	4,250	0	4,250	0
		7200 Office Supplies	9,076	12,231	13,015	0	1,300	14,315	1,300	10.0%	14,315	0	14,315	0	14,315	0
		7203 Drafting Supplies	0	932	0	0	3,731	3,731	3,731	100.0%	3,731	0	3,731	0	3,731	0
		7205 Computer Supplies	1,009	1,813	3,957	0	0	3,957	0	0.0%	3,957	0	3,957	0	3,957	0
		7210 Office Equip. & Furniture	232	2,370	7,087	(1,500)	0	5,587	(1,500)	(21.2)%	5,587	0	5,587	0	5,587	0
		7211 Computer Hardware/Software	17,240	31,165	57,970	(17,900)	0	40,070	(17,900)	(30.9)%	40,070	0	40,070	0	40,070	0
		7220 Copiers, Faxes and Supplies	15,062	11,483	10,849	0	0	10,849	0	0.0%	10,849	0	10,849	0	10,849	0
		7222 Printing	18,742	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7226 Courier Services	9	8	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7300 Protective Clothing/Uniforms	68,768	81,118	83,994	(1)	1,152	85,145	1,151	1.4%	85,145	0	85,145	0	85,145	0
		7315 Vehicle Maintenance &	170	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7317 Utility Services	2,923,147	2,943,502	2,795,557	230,009	0	3,025,566	230,009	8.2%	3,299,352	273,786	3,591,547	292,195	3,909,077	317,530
		7325 Janitorial Services	274	558	791	0	0	791	0	0.0%	791	0	791	0	791	0
		7330 Materials & Supplies	3,207,362	4,658,614	3,215,592	60,409	0	3,276,001	60,409	1.9%	3,342,149	66,148	3,408,601	66,452	3,478,899	70,298
		7331 Contractor & Contractor Mat.	12,877,101	15,719,630	13,159,368	242,038	45,529	13,446,935	287,567	2.2%	13,618,075	171,140	13,885,540	267,465	14,037,288	151,748
		7335 Small Tools & Equipment	14,082	15,617	30,716	0	0	30,716	0	0.0%	30,716	0	30,716	0	30,716	0
		7340 Machine Time	128	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7345 Radio Operations	3,307	3,307	4,070	0	0	4,070	0	0.0%	4,070	0	4,070	0	4,070	0
		7360 Safety Promotion	0	0	1,083	0	0	1,083	0	0.0%	1,083	0	1,083	0	1,083	0



## Revenue and Expenditure Summary

### 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
		7365 Safety Equipment	12,839	13,334	9,987	0	800	10,787	800	8.0%	10,787	0	10,787	0	10,787	0
		7370 Dumping Charges	34,314	11,485	20,507	553	0	21,060	553	2.7%	21,630	570	21,790	160	22,380	590
		7410 Rental, Leases - Equipment	335,017	337,669	365,946	0	0	365,946	0	0.0%	365,946	0	365,946	0	365,946	0
		7415 Rental, Leases - Vehicles	0	0	10,402	(10,402)	0	0	(10,402)	(100.0)%	0	0	0	0	0	0
		7420 Rental, Leases - Buildings	125,294	2,035	0	1,000	0	1,000	1,000	100.0%	1,000	0	1,000	0	1,000	0
		7520 Professional Fees	12,310	28,000	4,820	0	80,000	84,820	80,000	1,659.8%	84,820	0	84,820	0	84,820	0
		7560 Gas/Diesel - Vehicles	805,610	875,792	679,079	84,916	0	763,995	84,916	12.5%	778,001	14,006	792,286	14,285	799,554	7,268
		7699 Sundry Expenses	724	8,607	11,970	0	0	11,970	0	0.0%	11,970	0	11,970	0	11,970	0
		7700 Chgs. from Othe Depts.	130,517	17,607	17,810	0	0	17,810	0	0.0%	17,810	0	17,810	0	17,810	0
		7710 Internal Recoveries	(127,836)	(23,700)	(23,700)	0	0	(23,700)	0	0.0%	(23,700)	0	(23,700)	0	(23,700)	0
		7712 Joint Serv. Recovery - Library	(10,881)	(6,000)	(17,330)	4,275	0	(13,055)	4,275	(24.7)%	(13,055)	0	(13,055)	0	(13,055)	0
		7770 Transfer to Capital Fund	5,538	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7785 Trsf to Reserve Other	82,040	31,924	0	119,301	0	119,301	119,301	100.0%	120,101	800	120,101	0	120,101	0
		7790 Trsf. to Expend Res	(28,870)	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	20,614,107	24,911,233	20,613,525	711,604	156,486	21,481,615	868,090	4.2%	22,003,065	521,450	22,643,622	640,557	23,191,056	547,434
<b>Total Trans Serv and Parks &amp; Forestry Ops</b>			31,990,552	37,482,845	33,088,915	1,621,256	506,588	35,216,759	2,127,844	6.4%	35,916,391	699,632	36,644,671	728,280	37,257,407	612,736

\* Note: 2014 Actual Forecast is for reference purpose only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.





# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast	2014 Budget	Allowable Inc/Decr *	Account Reallocations*	2015 Budget *	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Trans Serv and Parks & Forestry Ops (TPS) - Administration																
	Labour Costs															
		7010 Full Time	0	0	0	241,313	0	241,313	241,313	0.0%	247,134	5,821	247,134	0	247,134	0
		7012 Overtime	0	0	0	0	1,202	1,202	1,202	0.0%	1,202	0	1,202	0	1,202	0
		7017 Benefits	0	0	0	65,878	328	66,206	66,206	0.0%	69,037	2,831	70,776	1,739	72,513	1,737
		<b>Total Labour Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>307,191</b>	<b>1,530</b>	<b>308,721</b>	<b>308,721</b>	<b>0.0%</b>	<b>317,373</b>	<b>8,652</b>	<b>319,112</b>	<b>1,739</b>	<b>320,849</b>	<b>1,737</b>
	Other Expenses															
		7100 Mileage	0	0	0	0	2,500	2,500	2,500	0.0%	2,500	0	2,500	0	2,500	0
		7105 Membership/Dues/Fees	0	0	0	0	500	500	500	0.0%	500	0	500	0	500	0
		7110 Meals & Meal Allowances	0	0	0	0	300	300	300	0.0%	300	0	300	0	300	0
		7115 Training & Development	0	0	0	0	500	500	500	0.0%	500	0	500	0	500	0
		7122 Cellular Telephones	0	0	0	0	2,000	2,000	2,000	0.0%	2,000	0	2,000	0	2,000	0
		7125 Subscriptions/Publications	0	0	0	0	200	200	200	0.0%	200	0	200	0	200	0
		7130 Seminars & Workshops	0	0	0	0	1,500	1,500	1,500	0.0%	1,500	0	1,500	0	1,500	0
		7200 Office Supplies	0	0	0	0	2,000	2,000	2,000	0.0%	2,000	0	2,000	0	2,000	0
		7300 Protective Clothing/Uniforms	0	0	0	0	500	500	500	0.0%	500	0	500	0	500	0
		<b>Total Other Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>0.0%</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>	<b>0</b>
<b>Total Trans Serv and Parks &amp; Forestry Ops (TPS) - Administration</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>307,191</b>	<b>11,530</b>	<b>318,721</b>	<b>318,721</b>	<b>0.0%</b>	<b>327,373</b>	<b>8,652</b>	<b>329,112</b>	<b>1,739</b>	<b>330,849</b>	<b>1,737</b>

\* Note: 2015 forward, a new Business Unit was created for Roads, Parks & Forestry Administration (RPF) and the budget for this Business Unit was reallocated from Parks & Forestry Division

### 2015 Budget Variance Comments

7010 Full Time	Re-org reallocation from Parks & Forestry Division, offset by pro-rated progressions & economic adjustments
7012 Overtime	Re-org reallocation from Parks & Forestry Division
7017 Benefits	Increase in relation to salaries and budget guideline increases
7100 Mileage	Re-org reallocation from Parks & Forestry Division
7105 Membership/Dues/Fees	Re-org reallocation from Parks & Forestry Division
7110 Meals & Meal Allowances	Re-org reallocation from Parks & Forestry Division
7115 Training & Development	Re-org reallocation from Parks & Forestry Division
7122 Cellular Telephones	Re-org reallocation from Parks & Forestry Division
7125 Subscriptions/Publications	Re-org reallocation from Parks & Forestry Division
7130 Seminars & Workshops	Re-org reallocation from Parks & Forestry Division
7200 Office Supplies	Re-org reallocation from Parks & Forestry Division
7300 Protective Clothing/Uniforms	Re-org reallocation from Parks & Forestry Division

### 2016 Budget Variance Comments

7010 Full Time	Increase due to pro-rated progressions and economic adjustments
7017 Benefits	Increase in relation to salaries and budget guideline increases

### 2017 Budget Variance Comments

7017 Benefits	Increase as per budget guidelines
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### 2018 Budget Variance Comments

7017 Benefits	Increase as per budget guidelines
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# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
TPS: Roads - Other															
	Revenue														
		3574 Rev. frm Recov. Expenses	325,246	314,275	8,434	0	322,709	8,434	2.7%	330,802	8,093	335,658	4,856	340,364	4,706
		3614 General Revenue	2,790	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3618 Dept. Misc. Revenues	3,385	3,312	73	0	3,385	73	2.2%	3,459	74	3,535	76	3,606	71
		<b>Total Revenue</b>	<b>331,421</b>	<b>317,587</b>	<b>8,507</b>	<b>0</b>	<b>326,094</b>	<b>8,507</b>	<b>2.7%</b>	<b>334,261</b>	<b>8,167</b>	<b>339,193</b>	<b>4,932</b>	<b>343,970</b>	<b>4,777</b>
	Labour Costs														
		7010 Full Time	2,606,461	2,728,885	318,111	471,612	3,518,608	789,723	28.9%	3,565,605	46,997	3,573,867	8,262	3,573,868	1
		7012 Overtime	129,916	115,402	9,522	10,223	135,147	19,745	17.1%	136,460	1,313	137,838	1,378	137,838	0
		7015 Part Time	205,624	178,143	0	0	178,143	0	0.0%	178,143	0	178,143	0	178,143	0
		7017 Benefits	758,447	780,451	102,967	131,543	1,014,961	234,510	30.0%	1,046,836	31,875	1,075,801	28,965	1,102,259	26,458
		<b>Total Labour Costs</b>	<b>3,700,448</b>	<b>3,802,881</b>	<b>430,600</b>	<b>613,378</b>	<b>4,846,859</b>	<b>1,043,978</b>	<b>27.5%</b>	<b>4,927,044</b>	<b>80,185</b>	<b>4,965,649</b>	<b>38,605</b>	<b>4,992,108</b>	<b>26,459</b>
	Other Expenses														
		7100 Mileage	2,909	2,477	0	2,900	5,377	2,900	117.1%	5,377	0	5,377	0	5,377	0
		7103 407-ETR Toll Charges	112	81	0	0	81	0	0.0%	81	0	81	0	81	0
		7105 Membership/Dues/Fees	12,006	9,245	0	5,242	14,490	5,245	56.7%	14,490	0	14,490	0	14,490	0
		7110 Meals & Meal Allowances	4,960	2,921	0	60	2,981	60	2.1%	2,981	0	2,981	0	2,981	0
		7115 Training & Development	39,131	47,176	0	11,882	59,058	11,882	25.2%	54,058	(5,000)	54,058	0	54,058	0
		7122 Cellular Telephones	14,455	17,811	0	2,890	20,701	2,890	16.2%	20,701	0	20,701	0	20,701	0
		7125 Subscriptions/Publications	0	1,252	0	0	1,252	0	0.0%	1,252	0	1,252	0	1,252	0
		7130 Seminars & Workshops	1,406	1,496	0	1,000	2,496	1,000	66.8%	2,496	0	2,496	0	2,496	0
		7135 Advertising	2,440	2,440	0	0	2,440	0	0.0%	2,440	0	2,440	0	2,440	0
		7200 Office Supplies	2,596	1,485	0	1,300	2,785	1,300	87.5%	2,785	0	2,785	0	2,785	0
		7203 Drafting Supplies	932	0	0	3,731	3,731	3,731	0.0%	3,731	0	3,731	0	3,731	0
		7205 Computer Supplies	718	226	0	0	226	0	0.0%	226	0	226	0	226	0
		7210 Office Equip. & Furniture	188	650	0	0	650	0	0.0%	650	0	650	0	650	0
		7211 Computer Hardware/Software	10,466	35,410	(16,400)	0	19,010	(16,400)	(46.3)%	19,010	0	19,010	0	19,010	0
		7220 Copiers, Faxes and Supplies	402	2,761	0	0	2,761	0	0.0%	2,761	0	2,761	0	2,761	0
		7226 Courier Services	8	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7300 Protective Clothing/Uniforms	23,642	26,577	0	1,152	27,729	1,152	4.3%	27,729	0	27,729	0	27,729	0
		7317 Utility Services	2,161,124	2,071,659	163,460	0	2,235,119	163,460	7.9%	2,445,195	210,076	2,675,186	229,991	2,926,858	251,672
		7330 Materials & Supplies	256,659	352,512	4,063	0	356,575	4,063	1.2%	364,205	7,630	370,445	6,240	378,573	8,128
		7331 Contractor & Contractor Mat.	3,457,083	3,744,270	(362,234)	0	3,382,036	(362,234)	(9.7)%	3,428,546	46,510	3,481,791	53,245	3,553,019	71,228
		7335 Small Tools & Equipment	2,122	2,318	0	0	2,318	0	0.0%	2,318	0	2,318	0	2,318	0
		7365 Safety Equipment	399	678	0	800	1,478	800	118.0%	1,478	0	1,478	0	1,478	0
		7370 Dumping Charges	11,485	20,507	553	0	21,060	553	2.7%	21,630	570	21,790	160	22,380	590
		7410 Rental, Leases - Equipment	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7520 Professional Fees	27,754	4,006	0	80,000	84,006	80,000	1,997.0%	84,006	0	84,006	0	84,006	0
		7560 Gas/Diesel - Vehicles	214,831	195,953	34,379	0	230,332	34,379	17.5%	234,288	3,956	238,323	4,035	238,483	160
		7699 Sundry Expenses	242	660	0	0	660	0	0.0%	660	0	660	0	660	0
		7700 Chgs. from Othe Depts.	2,325	2,130	0	0	2,130	0	0.0%	2,130	0	2,130	0	2,130	0
		7710 Internal Recoveries	(23,700)	(23,700)	0	0	(23,700)	0	0.0%	(23,700)	0	(23,700)	0	(23,700)	0
		7785 Trsf to Reserve Other	0	0	119,301	0	119,301	119,301	0.0%	120,101	800	120,101	0	120,101	0
		<b>Total Other Expenses</b>	<b>6,226,697</b>	<b>6,523,001</b>	<b>(56,878)</b>	<b>110,957</b>	<b>6,577,083</b>	<b>54,082</b>	<b>0.8%</b>	<b>6,841,625</b>	<b>264,542</b>	<b>7,135,296</b>	<b>293,671</b>	<b>7,467,074</b>	<b>331,778</b>
<b>Total TPS: Roads - Other</b>			<b>9,595,725</b>	<b>10,008,295</b>	<b>365,215</b>	<b>724,335</b>	<b>11,097,848</b>	<b>1,089,553</b>	<b>10.9%</b>	<b>11,434,408</b>	<b>336,560</b>	<b>11,761,752</b>	<b>327,344</b>	<b>12,115,212</b>	<b>353,460</b>

\* Note: 2014 Actual Forecast is for reference purpose only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

### 2015 Budget Variance Comments

3574 Rev. frm Recov. Expenses  
3618 Dept. Misc. Revenues  
7010 Full Time  
7012 Overtime  
7017 Benefits  
7100 Mileage  
7105 Membership/Dues/Fees  
7110 Meals & Meal Allowances  
7115 Training & Development  
7122 Cellular Telephones  
7130 Seminars & Workshops  
7200 Office Supplies  
7203 Drafting Supplies  
7211 Computer Hardware/Software  
7300 Protective Clothing/Uniforms  
7317 Utility Services

7330 Materials & Supplies  
7331 Contractor & Contractor Mat.  
7365 Safety Equipment  
7370 Dumping Charges  
7520 Professional Fees  
7560 Gas/Diesel - Vehicles  
7785 Trsf to Reserve Other

Increase reflects Council Approved user fee rates  
Increase reflects Council Approved user fee rates  
Increase due to pro-rated progression \$59K, economic adjustment \$76K, and re-org reallocation from Capital Delivery & Asset Mgmt \$472K and Environmental Services \$183K  
Increase due to market adjusted rate \$10K and re-org reallocation from Capital Delivery & Asset Mgmt \$10K  
Increase due to pro-rated progression, economic adjustment, re-org transfers and benefit rate change  
Re-org reallocation from Capital Delivery & Asset Mgmt.  
Re-org reallocation from Capital Delivery & Asset Mgmt.  
Increase due to re-org reallocation from Environmental Services  
Re-org reallocation from Capital Delivery & Asset Mgmt.  
Re-org reallocation from Capital Delivery & Asset Mgmt.  
Re-org reallocation from Capital Delivery & Asset Mgmt.  
Re-org reallocation from Environmental Services  
Re-org reallocation from Environmental Services  
One time funding removal of 2014 ARR  
Re-org reallocation from Capital Delivery & Asset Mgmt.  
Increase as per hydro budget guidelines price increase of 6.8% or \$134K and 1% or \$19K volume increase for Streetlight Maintenance, and price increase of 5.9% or \$6K and 4% or \$4K volume increase for Traffic Signal Maintenance.  
Increase due to 2% price and 1% volume increase, where applicable  
Decrease due to Gradall related contract removal \$186K, Flowclean contract transfer to water/wastewater \$293K offset by 2.3% price increase \$74K and 1.3% volume increase \$43K  
Re-org reallocation from Capital Delivery & Asset Mgmt.  
Increase due to 2% price and 1% volume increase, where applicable  
Re-org reallocation from Capital Delivery & Asset Mgmt.  
Increase as per budget guidelines \$32K and re-org reallocation from Capital Delivery & Asset Mgmt \$2K  
Increase due to Innovation Reserve payment for Gradall purchase

### 2016 Budget Variance Comments

3574 Rev. frm Recov. Expenses  
3618 Dept. Misc. Revenues  
7010 Full Time  
7012 Overtime  
7017 Benefits  
7115 Training & Development  
7317 Utility Services

7330 Materials & Supplies  
7331 Contractor & Contractor Mat.  
7370 Dumping Charges  
7560 Gas/Diesel - Vehicles  
7785 Trsf to Reserve Other

Increase reflects Council Approved user fee rates  
Increase reflects Council Approved user fee rates  
Increase due to pro-rated progression  
Increase due to market adjusted rate  
Increase due to pro-rated progression and benefit rate change  
Removal of one-time cost due to Gradall purchase as per Innovation Reserve  
Increase as per hydro budget guidelines price increase of 8.3% or \$176K and 1% or \$21K volume increase for Streetlight Maintenance, and price increase of 8.2% or \$10K and 3% or \$3K volume increase for Traffic Signal Maintenance.  
Increase due to 2% price and 1% volume increase, where applicable  
Increase due to 0.6% price increase \$21K and 0.8% volume increase \$26K  
Increase due to 2% price and 1% volume increase, where applicable  
Increase as per budget guidelines  
Increase due to Innovation Reserve payment for Gradall purchase

### 2017 Budget Variance Comments

3574 Rev. frm Recov. Expenses  
3618 Dept. Misc. Revenues  
7010 Full Time  
7012 Overtime  
7017 Benefits  
7115 - Training & Development  
7317 Utility Services

7330 Materials & Supplies

Increase reflects Council Approved user fee rates  
Increase reflects Council Approved user fee rates  
Increase due to pro-rated progression  
Increase due to market adjusted rate  
Increase due to pro-rated progression and benefit rate change  
Removal of additional cost due to Gradall purchase as per Innovation Reserve  
Increase as per hydro budget guidelines price increase of 8.3% or \$192K and 1% or \$23K volume increase for Streetlight Maintenance, and price increase of 8.3% or \$11K and 3% or \$4K volume increase for Traffic Signal Maintenance.  
Increase due to 2% price and 1% volume increase, where applicable



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

7331 Contractor & Contractor Mat.  
7370 Dumping Charges  
7560 Gas/Diesel - Vehicles

Increase due to 0.6% price increase \$20K and 0.1% volume increase \$33K  
Increase due to 2% price and 1% volume increase, where applicable  
Increase as per budget guidelines

### **2018 Budget Variance Comments**

3574 Rev. frm Recov. Expenses  
3618 Dept. Misc. Revenues  
7010 Full Time  
7017 Benefits  
7317 Utility Services

Increase reflects Council Approved user fee rates  
Increase reflects Council Approved user fee rates  
Increase due to rounding factor  
Increase due to benefit rate change  
Increase as per hydro budget guidelines price increase of 8.3% or \$210K and 1% or \$25K volume increase for Streetlight Maintenance, and price increase of 8.3% or \$12K and 3% or \$4K volume increase for Traffic Signal Maintenance.

7330 Materials & Supplies  
7331 Contractor & Contractor Mat.  
7370 Dumping Charges  
7560 Gas/Diesel - Vehicles

Increase due to 2% price and 1% volume increase, where applicable  
Increase due to 1.1% price increase \$40K and 0.9% volume increase \$31K  
Increase due to 2% price and 1% volume increase, where applicable  
Increase as per budget guidelines

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>TPS: Roads - Winter</b>															
	<b>Revenue</b>														
		3574 Rev. frm Recov. Expenses	7,500	42,000	(34,500)	0	7,500	(34,500)	(82.1)%	7,500	0	7,500	0	7,500	0
		<b>Total Revenue</b>	7,500	42,000	(34,500)	0	7,500	(34,500)	(82.1)%	7,500	0	7,500	0	7,500	0
	<b>Labour Costs</b>														
		7010 Full Time	176,115	141,608	0	13,793	155,401	13,793	9.7%	157,666	2,265	157,666	0	157,666	0
		7012 Overtime	151,223	59,675	0	4,748	64,423	4,748	8.0%	64,423	0	64,423	0	64,423	0
		7015 Part Time	86,982	82,390	0	0	82,390	0	0.0%	82,390	0	82,390	0	82,390	0
		7017 Benefits	97,384	62,552	0	6,546	69,098	6,546	10.5%	70,911	1,813	72,168	1,257	73,502	1,334
		<b>Total Labour Costs</b>	511,705	346,225	0	25,087	371,312	25,087	7.2%	375,390	4,078	376,647	1,257	377,981	1,334
	<b>Other Expenses</b>														
		7110 Meals & Meal Allowances	5,193	2,820	0	0	2,820	0	0.0%	2,820	0	2,820	0	2,820	0
		7330 Materials & Supplies	3,783,747	1,919,772	56,346	0	1,976,118	56,346	2.9%	2,034,636	58,518	2,094,848	60,212	2,157,018	62,170
		7331 Contractor & Contractor Mat.	9,378,768	6,471,716	227,624	0	6,699,340	227,624	3.5%	6,823,970	124,630	7,038,190	214,220	7,118,710	80,520
		7335 Small Tools & Equipment	5,646	9,215	0	0	9,215	0	0.0%	9,215	0	9,215	0	9,215	0
		7410 Rental, Leases - Equipment	133,269	115,269	0	0	115,269	0	0.0%	115,269	0	115,269	0	115,269	0
		7560 Gas/Diesel - Vehicles	246,326	160,937	6,437	0	167,374	6,437	4.0%	170,722	3,348	174,136	3,414	174,272	136
		<b>Total Other Expenses</b>	13,552,949	8,679,729	290,407	0	8,970,136	290,407	3.3%	9,156,632	186,496	9,434,478	277,846	9,577,304	142,826
<b>Total TPS: Roads - Winter</b>			14,057,154	8,983,954	324,907	25,087	9,333,948	349,994	3.9%	9,524,522	190,574	9,803,625	279,103	9,947,785	144,160

\* Note: 2014 Actual Forecast is for reference purpose only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

3574 Rev. frm Recov. Expenses	Decrease due to reduced services to regional road winter maintenance
7010 Full Time	Increase due to redistribution of labour from Roads division, economic adjustment and pro-rated progression
7012 Overtime	Increase due to market adjusted rate increases and labour distribution
7017 Benefits	Increase due to progression, economic and overtime adjustments and change in benefit rates
7330 Materials & Supplies	Increase of 2% or \$37K due to price and 1% or \$19K volume increases, where applicable
7331 Contractor & Contractor Mat.	Increase of 0.6% or \$41K due to price and 2.9% or \$187K volume increases, where applicable
7560 Gas/Diesel - Vehicles	Increase as per guidelines

### 2016 Budget Variance Comments

7010 Full Time	Increase due to redistribution of labour from Roads division and pro-rated progression
7017 Benefits	Increase due to progression and change in benefit rates
7330 Materials & Supplies	Increase of 2% or \$39K due to price and 1% or \$19K volume increases, where applicable
7331 Contractor & Contractor Mat.	Increase of 2% or \$124K due to price increase, where applicable
7560 Gas/Diesel - Vehicles	Increase as per guidelines

### 2017 Budget Variance Comments

7017 Benefits	Increase due to change in benefit rates
7330 Materials & Supplies	Increase of 2% or \$40K due to price and 1% or \$20K volume increases, where applicable
7331 Contractor & Contractor Mat.	Increase of 2% or \$136K due to price increase and 1.5% or \$78K volume increases, where applicable
7560 Gas/Diesel - Vehicles	Increase as per guidelines

### 2018 Budget Variance Comments

7017 Benefits	Increase due to change in benefit rates
7330 Materials & Supplies	Increase of 2% or \$41K due to price and 1% or \$21K volume increases, where applicable
7331 Contractor & Contractor Mat.	Increase of 1.5% or \$80K due to volume increases, where applicable
7560 Gas/Diesel - Vehicles	Increase as per guidelines



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
TPS: Parks & Forestry Ops																
Revenue																
		3511 Service Charges	62,319	(19,782)	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3513 Investment Income	5,538	7,235	6,000	0	0	6,000	0	0.0%	6,000	0	6,000	0	6,000	0
		3516 Cemetery Fees	0	141,672	67,393	1,468	0	68,861	1,468	2.2%	70,399	1,538	71,393	994	73,217	1,824
		3550 Departmental Revenues	68,241	53,173	41,000	2,940	0	43,940	2,940	7.2%	46,980	3,040	47,790	810	48,600	810
		3568 Licenses and Permits	30	20	62	2	0	64	2	3.2%	66	2	66	0	68	2
		3574 Rev. frm Recov. Expenses	64,863	107,965	42,535	0	0	42,535	0	0.0%	42,535	0	42,535	0	42,535	0
		3586 Rents and Concessions	43,767	44,197	40,400	0	0	40,400	0	0.0%	40,400	0	40,400	0	40,400	0
		3618 Dept. Misc. Revenues	4,628	15,062	9,632	204	0	9,836	204	2.1%	10,040	204	10,180	140	10,366	186
		3790 Reserves Revenue	82,040	38,010	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>331,425</b>	<b>387,552</b>	<b>207,022</b>	<b>4,614</b>	<b>0</b>	<b>211,636</b>	<b>4,614</b>	<b>2.2%</b>	<b>216,420</b>	<b>4,784</b>	<b>218,364</b>	<b>1,944</b>	<b>221,186</b>	<b>2,822</b>
Labour Costs																
		7010 Full Time	4,412,929	4,460,294	5,170,956	88,118	(227,724)	5,031,350	(139,606)	(2.7)%	5,086,381	55,031	5,099,067	12,686	5,102,653	3,586
		7012 Overtime	299,958	588,042	152,924	3,092	0	156,016	3,092	2.0%	156,016	0	156,016	0	156,016	0
		7015 Part Time	2,190,251	2,391,398	1,948,717	2,249	0	1,950,966	2,249	0.1%	1,950,966	0	1,950,966	0	1,950,966	0
		7016 Full Time Contracts	0	47,992	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7017 Benefits	1,477,696	1,593,430	1,620,296	57,023	(62,169)	1,615,150	(5,146)	(0.3)%	1,658,337	43,187	1,698,649	40,312	1,738,434	39,785
		7020 Benefits - FT Contract	0	4,775	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Labour Costs</b>	<b>8,380,833</b>	<b>9,085,931</b>	<b>8,892,893</b>	<b>150,482</b>	<b>(289,893)</b>	<b>8,753,482</b>	<b>(139,411)</b>	<b>(1.6)%</b>	<b>8,851,700</b>	<b>98,218</b>	<b>8,904,698</b>	<b>52,998</b>	<b>8,948,069</b>	<b>43,371</b>
Other Expenses																
		7100 Mileage	2,006	2,670	5,037	0	(2,500)	2,537	(2,500)	(49.6)%	2,537	0	2,537	0	2,537	0
		7103 407-ETR Toll Charges	38	651	265	0	0	265	0	0.0%	265	0	265	0	265	0
		7105 Membership/Dues/Fees	2,298	2,135	2,706	2	(500)	2,208	(498)	(18.4)%	2,208	0	2,208	0	2,208	0
		7110 Meals & Meal Allowances	2,727	2,428	1,794	0	(300)	1,494	(300)	(16.7)%	1,494	0	1,494	0	1,494	0
		7115 Training & Development	2,690	15,660	24,310	(500)	(500)	23,310	(1,000)	(4.1)%	23,310	0	23,310	0	23,310	0
		7120 Telephone Charges	39	482	1,583	0	0	1,583	0	0.0%	1,583	0	1,583	0	1,583	0
		7122 Cellular Telephones	0	13,867	17,145	(600)	(2,000)	14,545	(2,600)	(15.2)%	14,545	0	14,545	0	14,545	0
		7125 Subscriptions/Publications	307	0	244	0	(200)	44	(200)	(82.0)%	44	0	44	0	44	0
		7130 Seminars & Workshops	570	7,718	3,501	0	(1,500)	2,001	(1,500)	(42.8)%	2,001	0	2,001	0	2,001	0
		7135 Advertising	366	765	1,432	0	0	1,432	0	0.0%	1,432	0	1,432	0	1,432	0
		7140 Promotion & Education	286	3,144	4,249	1	0	4,250	1	0.0%	4,250	0	4,250	0	4,250	0
		7200 Office Supplies	6,764	9,635	11,530	0	(2,000)	9,530	(2,000)	(17.3)%	9,530	0	9,530	0	9,530	0
		7205 Computer Supplies	1,009	1,095	3,731	0	0	3,731	0	0.0%	3,731	0	3,731	0	3,731	0
		7210 Office Equip. & Furniture	232	2,182	6,437	(1,500)	0	4,937	(1,500)	(23.3)%	4,937	0	4,937	0	4,937	0
		7211 Computer Hardware/Software	430	20,699	22,560	(1,500)	0	21,060	(1,500)	(6.6)%	21,060	0	21,060	0	21,060	0
		7220 Copiers, Faxes and Supplies	12,161	11,081	8,088	0	0	8,088	0	0.0%	8,088	0	8,088	0	8,088	0
		7222 Printing	18,742	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7300 Protective Clothing/Uniforms	41,639	57,476	57,417	(1)	(500)	56,916	(501)	(0.9)%	56,916	0	56,916	0	56,916	0
		7315 Vehicle Maintenance & Repairs	170	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7317 Utility Services	745,516	782,378	723,898	66,549	0	790,447	66,549	9.2%	854,157	63,710	916,361	62,204	982,219	65,858
		7325 Janitorial Services	274	558	791	0	0	791	0	0.0%	791	0	791	0	791	0
		7330 Materials & Supplies	623,113	618,207	943,308	0	0	943,308	0	0.0%	943,308	0	943,308	0	943,308	0
		7331 Contractor & Contractor Mat.	2,767,206	2,883,779	2,943,382	376,648	45,529	3,365,559	422,177	14.3%	3,365,559	0	3,365,559	0	3,365,559	0
		7335 Small Tools & Equipment	3,808	7,849	19,183	0	0	19,183	0	0.0%	19,183	0	19,183	0	19,183	0
		7340 Machine Time	128	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7345 Radio Operations	3,307	3,307	4,070	0	0	4,070	0	0.0%	4,070	0	4,070	0	4,070	0
		7360 Safety Promotion	0	0	1,083	0	0	1,083	0	0.0%	1,083	0	1,083	0	1,083	0
		7365 Safety Equipment	12,750	12,935	9,309	0	0	9,309	0	0.0%	9,309	0	9,309	0	9,309	0
		7410 Rental, Leases - Equipment	284,720	204,400	250,677	0	0	250,677	0	0.0%	250,677	0	250,677	0	250,677	0
		7415 Rental, Leases - Vehicles	0	0	10,402	(10,402)	0	0	(10,402)	(100.0)%	0	0	0	0	0	0
		7420 Rental, Leases - Buildings	125,294	2,035	0	1,000	0	1,000	1,000	0.0%	1,000	0	1,000	0	1,000	0
		7520 Professional Fees	11,593	246	814	0	0	814	0	0.0%	814	0	814	0	814	0
		7560 Gas/Diesel - Vehicles	387,349	414,635	322,189	44,100	0	366,289	44,100	13.7%	372,991	6,702	379,827	6,836	386,799	6,972
		7699 Sundry Expenses	474	8,365	11,310	0	0	11,310	0	0.0%	11,310	0	11,310	0	11,310	0



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	2014 Actual Forecast*	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
		7700 Chgs. from Othe Depts.	128,934	15,282	15,680	0	0	15,680	0	0.0%	15,680	0	15,680	0	15,680	0
		7710 Internal Recoveries	(127,836)	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7712 Joint Serv. Recovery - Library	(10,881)	(6,000)	(17,330)	4,275	0	(13,055)	4,275	(24.7)%	(13,055)	0	(13,055)	0	(13,055)	0
		7770 Transfer to Capital Fund	5,538	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7785 Trsf to Reserve Other	82,040	31,924	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7790 Trsf. to Expend Res	(28,870)	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		<b>Total Other Expenses</b>	5,106,932	5,131,587	5,410,795	478,072	35,529	5,924,396	513,601	9.5%	5,994,808	70,412	6,063,848	69,040	6,136,678	72,830
<b>Total TPS: Parks &amp; Forestry Ops</b>			13,156,340	13,829,966	14,096,666	623,940	(254,364)	14,466,242	369,576	2.6%	14,630,088	163,846	14,750,182	120,094	14,863,561	113,379

\* Note: 2014 Actual Forecast is for reference purpose only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### 2015 Budget Variance Comments

3516 Cemetery Fees	Increase reflects guidelines and Council Approved user fee rates
3550 Departmental Revenues	Increase reflects guidelines and Council Approved user fee rates
3568 Licenses and Permits	Increase reflects guidelines and Council Approved user fee rates
3618 Dept. Misc. Revenues	Increase reflects guidelines and Council Approved user fee rates
7010 Full Time	Decrease due to Re-org reallocation to Trans Serv and Parks & Forestry Ops Administration (TPS) Division \$227K, replacement at a lower rate \$12K and offset by an increase
7012 Overtime	Increase due to market adjusted rate increases
7015 Part Time	Increase due to market adjusted rate increases
7017 Benefits	Decrease in relation to salaries and budget guideline increases
7100 Mileage	Re-org reallocation to Trans Serv and Parks & Forestry Ops Administration (TPS) Division
7105 Membership/Dues/Fees	Re-org reallocation to Trans Serv and Parks & Forestry Ops Administration (TPS) Division
7110 Meals & Meal Allowances	Re-org reallocation to Trans Serv and Parks & Forestry Ops Administration (TPS) Division
7115 Training & Development	Re-org reallocation to Trans Serv and Parks & Forestry Ops Administration (TPS) Division and reversal of 2014 ARR onetime cost
7122 Cellular Telephones	Re-org reallocation to Trans Serv and Parks & Forestry Ops Administration (TPS) Division and Parks Development
7125 Subscriptions/Publications	Re-org reallocation to Trans Serv and Parks & Forestry Ops Administration (TPS) Division
7130 Seminars & Workshops	Re-org reallocation to Trans Serv and Parks & Forestry Ops Administration (TPS) Division
7140 Promotion & Education	Increase due to rounding factor
7200 Office Supplies	Re-org reallocation to Trans Serv and Parks & Forestry Ops Administration (TPS) Division
7210 Office Equip. & Furniture	One time funding removal of 2014 ARR
7211 Computer Hardware/Software	One time funding removal of 2014 ARR
7300 Protective Clothing/Uniforms	Re-org reallocation to Trans Serv and Parks & Forestry Ops Administration (TPS) Division
7317 Utility Services	Increases as per guidelines for water and hydro
7331 Contractor & Contractor Mat.	Increase due to salting and plowing contract and reallocation from Building & Facilities for Waterplay Maintenance
7415 Rental, Leases - Vehicles	Decreased due to unused expense
7420 Rental, Leases - Buildings	Reallocation from Building & Facilities for Kipling Parkette rental
7560 Gas/Diesel - Vehicles	Increase as per guidelines
7712 Joint Serv. Recovery - Library	Decrease due to actual trend

### 2016 Budget Variance Comments

3516 Cemetery Fees	Increase reflects guidelines and Council Approved user fee rates
3550 Departmental Revenues	Increase reflects guidelines and Council Approved user fee rates
3568 Licenses and Permits	Increase reflects guidelines and Council Approved user fee rates
3618 Dept. Misc. Revenues	Increase reflects guidelines and Council Approved user fee rates
7010 Full Time	Increase due to pro-rated progression
7017 Benefits	Increase due to pro-rated progression and benefit rate change
7317 Utility Services	Increases as per guidelines for water and hydro
7560 Gas/Diesel - Vehicles	Increase as per guidelines

### 2017 Budget Variance Comments

3516 Cemetery Fees	Increase reflects guidelines and Council Approved user fee rates
3550 Departmental Revenues	Increase reflects guidelines and Council Approved user fee rates
3618 Dept. Misc. Revenues	Increase reflects guidelines and Council Approved user fee rates
7010 Full Time	Increase due to pro-rated progression
7017 Benefits	Increase due to pro-rated progression and benefit rate change



### 2018 Budget Variance Comments



**2015 - 2018 ARR Listing**

Year	Rationale	Index #	Description	Values					
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact
2015	Maintain/Growth	155-16-01	Heavy Equipment Operator 1	2.0	153,190	3,000	0	0	156,190
		205-15-03	3 Temporary Summer Students	1.5	57,213	0	0	0	57,213
	<b>Maintain/Growth Total</b>			<b>3.5</b>	<b>210,403</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>213,403</b>
	Previous Decisions	205-14-11	Bocce Court Maintenance	0.0	0	65,000	0	0	65,000
		205-15-01	New Park Operating Expenses	0.0	0	53,675	0	0	53,675
		205-15-02	Milani 9v9 Soccer field mtce	0.0	0	17,900	0	0	17,900
	<b>Previous Decisions Total</b>			<b>0.0</b>	<b>0</b>	<b>136,575</b>	<b>0</b>	<b>0</b>	<b>136,575</b>
	Supporting Transformation	205-15-06	Vehicle and Equipment GPS	0.0	0	21,000	0	0	21,000
	<b>Supporting Transformation Total</b>			<b>0.0</b>	<b>0</b>	<b>21,000</b>	<b>0</b>	<b>0</b>	<b>21,000</b>
<b>2015 Total</b>				<b>3.5</b>	<b>210,403</b>	<b>160,575</b>	<b>0</b>	<b>0</b>	<b>370,978</b>
2016	Maintain/Growth	205-15-05	Admin Clerk E	1.0	60,282	500	0	0	60,782
		205-16-01	10 Month Horticulture Temp (Shrub Maintenance Crew)	0.7	25,956	0	0	0	25,956
		205-16-02	Boulevard Shrub Bed Summer Student Positions	0.7	17,911	0	0	0	17,911
	<b>Maintain/Growth Total</b>			<b>2.4</b>	<b>104,149</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>104,649</b>
	Previous Decisions	205-14-08	Aerating Parks	0.0	0	20,000	0	0	20,000
		205-14-09	Fertilizing Parks	0.0	0	20,000	0	0	20,000
		205-16-03	Avondale Park (North Maple) - Development & Park Attendants	4.0	317,287	13,000	0	0	330,287
		205-16-07	Oakbank Pond Maintenance Program	0.0	0	75,000	0	0	75,000
		205-16-08	New Park Operating Expenses	0.0	0	77,631	0	0	77,631
	<b>Previous Decisions Total</b>			<b>4.0</b>	<b>317,287</b>	<b>205,631</b>	<b>0</b>	<b>0</b>	<b>522,918</b>
<b>2016 Total</b>				<b>6.4</b>	<b>421,436</b>	<b>206,131</b>	<b>0</b>	<b>0</b>	<b>627,567</b>
2017	Maintain/Growth	205-17-01	PW Equipment Operator 1	2.0	157,153	3,000	0	0	160,153
	<b>Maintain/Growth Total</b>			<b>2.0</b>	<b>157,153</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>160,153</b>
	Previous Decisions	205-TBD-01	City Assisted Tournament Funding	0.0	0	12,000	0	0	12,000
		206-17-01	New Park Operating Expenses	0.0	0	226,000	0	0	226,000
	<b>Previous Decisions Total</b>			<b>0.0</b>	<b>0</b>	<b>238,000</b>	<b>0</b>	<b>0</b>	<b>238,000</b>
<b>2017 Total</b>				<b>2.0</b>	<b>157,153</b>	<b>241,000</b>	<b>0</b>	<b>0</b>	<b>398,153</b>
2018	Previous Decisions	205-16-03	Avondale Park (North Maple) - Development & Park Attendants	4.0	333,718	3,000	0	0	336,718
	<b>Previous Decisions Total</b>			<b>4.0</b>	<b>333,718</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>336,718</b>
<b>2018 Total</b>				<b>4.0</b>	<b>333,718</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>336,718</b>
<b>Grand Total</b>				<b>15.9</b>	<b>1,122,710</b>	<b>610,706</b>	<b>0</b>	<b>0</b>	<b>1,733,416</b>

2015 - 2018 Draft Capital Project Listing

Year	Project #	Title	Ward	Project Type	Development Charges	Debtenture Financing	Gas Tax	Infrastructure Reserves	Other Sources	Capital from Taxation	Grand Total
2015	RP-2013-15	Street Light Pole Replacement Program	City-Wide	Replacement						309,000	309,000
	RP-2035-15	Curb and Sidewalk Repair & Replacement	City-Wide	Replacement			1,700,000				1,700,000
	RP-2058-15	LED Streetlight Conversion	City-Wide	Replacement			1,500,000				1,500,000
	RP-6700-15	Tree Planting Program-Regular	City-Wide	Replacement					48,882	562,148	611,030
	RP-6739-15	Tree Replacement Program-EAB	City-Wide	Replacement						365,959	365,959
	RP-6742-15	Park Benches-Various Locations	City-Wide	Replacement				74,200			74,200
	RP-6743-15	Park Picnic Table-Various Locations	City-Wide	Replacement				74,200			74,200
	RP-6746-15	Fence Repair & Replacement Program	City-Wide	Replacement				418,000			418,000
	RP-6747-15	Relocation of Gazebo (Dr.McLeans to Rainbow Creek)	W2	Replacement				56,650			56,650
	RP-6754-15	Parks Concrete Walkway Repairs/Replacements	City-Wide	Replacement				237,930			237,930
	RP-6755-15	Ice Storm Tree Replacement Strategy	City-Wide	Replacement						1,537,028	1,537,028
	RP-6756-15	2015 Traffic Signs Reflectivity Inspection and Testing	City-Wide	Legal/Regulatory						52,874	52,874
	RP-6757-15	Tree Planting - Regular - Additional Costs	City-Wide	Replacement						413,655	413,655
	RP-6758-15	Railway Crossing Improvements – CPR crossing at Huntington Road	W1	New Initiative		402,215					402,215
2015 Total						402,215	3,200,000	860,980	48,882	3,240,664	7,752,741
2016	RP-2013-15	Street Light Pole Replacement Program	City-Wide	Replacement						309,000	309,000
	RP-2035-15	Curb and Sidewalk Repair & Replacement	City-Wide	Replacement			1,800,000				1,800,000
	RP-2058-15	LED Streetlight Conversion	City-Wide	Replacement			1,500,000				1,500,000
	RP-6700-15	Tree Planting Program-Regular	City-Wide	Replacement					48,882	562,148	611,030
	RP-6739-15	Tree Replacement Program-EAB	City-Wide	Replacement						365,959	365,959
	RP-6746-15	Fence Repair & Replacement Program	City-Wide	Replacement				140,400			140,400
	RP-6753-16	CTS Mobile Handheld Program	City-Wide	Technology						157,220	157,220
	RP-6754-15	Parks Concrete Walkway Repairs/Replacements	City-Wide	Replacement				216,300			216,300
	RP-6755-15	Ice Storm Tree Replacement Strategy	City-Wide	Replacement						1,537,028	1,537,028
	RP-6756-15	2015 Traffic Signs Reflectivity Inspection and Testing	City-Wide	Legal/Regulatory						52,873	52,873
	RP-6757-15	Tree Planting - Regular - Additional Costs	City-Wide	Replacement						413,655	413,655
2016 Total							3,300,000	356,700	48,882	3,397,883	7,103,465
2017	RP-1972-17	Public Works and Parks Operations Yard Expansion and Upgrade Strategy	W2	Growth	10,118,606	6,090,951					16,209,557
	RP-2013-15	Street Light Pole Replacement Program	City-Wide	Replacement						309,000	309,000
	RP-2035-15	Curb and Sidewalk Repair & Replacement	City-Wide	Replacement			1,900,000				1,900,000
	RP-2058-15	LED Streetlight Conversion	City-Wide	Replacement			1,500,000				1,500,000
	RP-6700-15	Tree Planting Program-Regular	City-Wide	Replacement					48,882	562,148	611,030
	RP-6739-15	Tree Replacement Program-EAB	City-Wide	Replacement						365,959	365,959
	RP-6741-17	Maple Community Centre-Landscape & Traffic Safety Improvements	W1	New Initiative						180,250	180,250
	RP-6745-17	Nashville Cemetery-Road Extension	W1	New Initiative						57,700	57,700
	RP-6746-15	Fence Repair & Replacement Program	City-Wide	Replacement				114,963			114,963
	RP-6751-17	Sports Field Safety Fencing for Spectators at Vaughan Grove Sports Complex	W2	New Initiative						91,927	91,927
	RP-6754-15	Parks Concrete Walkway Repairs/Replacements	City-Wide	Replacement				216,300			216,300
	RP-6755-15	Ice Storm Tree Replacement Strategy	City-Wide	Replacement						1,537,028	1,537,028
	RP-6756-15	2015 Traffic Signs Reflectivity Inspection and Testing	City-Wide	Legal/Regulatory						52,873	52,873
	RP-6757-15	Tree Planting - Regular - Additional Costs	City-Wide	Replacement						413,655	413,655
	RP-6759-17	Pedestrian Crossing Enhancement Program – Pavement Marking	City-Wide	Health & Safety						206,000	206,000
	RP-6760-17	Pedestrian Connectivity Study	W5	New Initiative						117,420	117,420
2017 Total						10,118,606	6,090,951	3,400,000	331,263	48,882	3,893,960
2018	RP-2013-15	Street Light Pole Replacement Program	City-Wide	Replacement						309,000	309,000
	RP-2035-15	Curb and Sidewalk Repair & Replacement	City-Wide	Replacement			2,000,000				2,000,000
	RP-2058-15	LED Streetlight Conversion	City-Wide	Replacement			1,500,000				1,500,000
	RP-6700-15	Tree Planting Program-Regular	City-Wide	Replacement					48,882	562,148	611,030
	RP-6739-15	Tree Replacement Program-EAB	City-Wide	Replacement						365,959	365,959
	RP-6746-15	Fence Repair & Replacement Program	City-Wide	Replacement				114,963			114,963
	RP-6754-15	Parks Concrete Walkway Repairs/Replacements	City-Wide	Replacement				299,600			299,600
	RP-6755-15	Ice Storm Tree Replacement Strategy	City-Wide	Replacement						1,537,028	1,537,028
	RP-6757-15	Tree Planting - Regular - Additional Costs	City-Wide	Replacement						413,655	413,655
2018 Total							3,500,000	414,563	48,882	3,221,780	7,185,225
2019+	RP-1972-17	Public Works and Parks Operations Yard Expansion and Upgrade Strategy	W2	Growth	12,785,911	31,069,948					43,855,859
	RP-2058-15	LED Streetlight Conversion	City-Wide	Replacement			4,500,000				4,500,000
	RP-6753-16	CTS Mobile Handheld Program	City-Wide	Technology						157,220	157,220
2019+ Total						12,785,911	31,069,948	4,500,000		157,220	48,513,079
Grand Total					22,904,517	37,563,114	17,900,000	1,963,506	195,528	13,911,507	94,438,172



CITY OF VAUGHAN

DRAFT 2015 BUDGET  
AND 2016-2018 PLAN

*Vaughan Public Libraries*

## 2015-2018 Business Plan

### Business Overview

**Service Statement:** *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

VPL Vision: Enrich, Inspire, and Transform

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

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

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

***Empower People***, through:

- Meeting citizens' needs
- Promoting the organization and customer service
- Fostering staff engagement

***Inspire Opportunities***, through:

- Nurturing lifelong learning
- Increasing community knowledge
- Incorporating new technologies

***Build Community***, through:

- Establishing gathering places
- Constructing new libraries
- Improving accessibility and convenience

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

Service Excellence

- Pursue excellence in service delivery
- Administer corporate assets and proactively engage in planning for future amenities
- Promote community safety, health and wellness

Organizational Excellence

- Strive to be a high performing, responsive and innovative organization
- Demonstrate leadership and promote effective governance
- Enhance productivity, cost effectiveness and innovation
- Plan and manage growth and economic vitality

Staff Excellence

- Foster staff commitment to provide excellence in library services
- Support professional development of staff

## 2015-2018 Business Plan

- Be the employer of choice for library professionals, para-professionals and workforce community in Vaughan

### **Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

			Additional Resource Requests			
	2013	2014 Base	2015	2016	2017	2018
Full Time	83	83	103	106	109	112
Part Time	67.31	67.31	86.29	91.61	96.93	102.25
Overtime	\$6,048	\$6,048	\$9,000	\$9,000	\$9,000	\$9,000

## Service Profile

**Current Service State:** *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

### **Strength**

- Approximately 47% of Vaughan residents have a library card indicating a strong support for public library services.
- High levels of support for VPL library services reflected in the citizen survey used for creation of revised Master Plan, Active Together
- YTD performance indicators demonstrate increase across service levels provided to Vaughan residents
- Ongoing Program Review of collection, programs and services to respond to evolving community needs
- Current and up-to-date with technological advances
- Library initiatives involve collaboration with other City departments

### **Challenges**

- Current library facility space provision service levels per capita below industry standards. Currently, VPL offers 0.39 square feet of library space per capita, falling behind the established industry rate of 0.61 square feet per capita. Ongoing facility construction is key in addressing rapid community growth and evolution
- Providing current and relevant services to Vaughan's growing community

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

### **Managing Growth**

- Population of Vaughan continues to increase at a very rapid rate, increasing demand for services and resources
- Use established library services provision industry measure as a target to accommodate growth

### **Resources & Facilities**

- Construction of 8,500 sq ft Pleasant Ridge Library attached to the North Thornhill Community Centre completed and open-in 2014

## 2015-2018 Business Plan

- Construction of 36,000 sq ft Civic Centre Resource Library located in the Civic Centre Campus initiated 2014. Anticipated completion and opening 2015.
- Anticipate three additional library facility projects between 2015- 2018– Vellore Village South opening 2016, Block 11 in conjunction with community centre opening 2017 and Block 40/41/42 in conjunction with community center opening 2018.
- VPL's Board Facility Development Plan completed and approved
- Adoption of movement to additionally provide creation spaces in public libraries such as 3D printers, digital media lab and green screen technologies
- Technology
  - Prevalence of social media and electronic communication result in ongoing demand for additional ways to communicate with customers
  - Constant changes in technology, concerns about digital literacy, e-book publishing challenges have huge impacts on staff and customers
  - Ability to meet customer expectations of technological innovations and provide introduction to new technologies
  - Ensuring staff are knowledgeable with emerging technologies

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Construction of Civic Centre Resource Library pending. Operating budget impact of Civic Centre Library
- Construction and Operating budget impact of three new libraries 2015- 2018– Vellore Village South opening 2016, Block 11 in conjunction with community centre opening 2017 and Block 40/41/42 in conjunction with community center opening 2018.
- Anticipated five to six new library facility projects between 2018-2031. Operating budget impact on future libraries
- Increased demand for digital content
- Ongoing revitalization of existing facilities between 2015-2031. Operating budget impact on ongoing renovation project.

## Work Plan

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

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Collaborate with community to pursue strategic alliances and partnerships	Increased partnership opportunities with City and community	Q2	Existing Operating Funds
Recognize teens as unique library users	Dedicated teen zone established Services to teens extended in response to customer needs	Q3	Existing Operating Funds

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Plan and construct new facilities in accordance with growth and demand	New Civic Centre Resource Library construction completed, open and fully operational	Q1	New Operating and Capital Funds
	New branch library in the Vellore Village Community Centre designed and under construction	Q3	Capital Funds
	Initiate planning process for Block 11 library in conjunction with community centre	Q3	New Capital Funds
<b>2016 Initiatives</b>			
Promote VPL collections and services to build awareness of library and attract new customers	Implementation of findings of citizens survey and research reports targeting identified non-user groups	Q3	Existing Operating Funds
Facilitate continued improvements in library space provision	Branch Library in Vellore Village operational	Q2	New Operating Funds
	Construction of Block 11 Library initiated	Q4	New Capital Funds
	Reconfiguration of Bathurst Clark Library space as a result of Admin, Marketing and Business Office relocating to Civic Centre Resource Library	Q3	New Capital Funds
Enhance collections, services and programs relevant to changing community	Program Review of library collection development and procurement	Q2	Existing Operating Funds
<b>2017 Initiatives</b>			
Support digital readiness through access to new technologies	New technologies identified and implemented	Q1	Existing Operating Funds
Create an environment for lifelong learning for all	Enhance services to <i>lifelong learners</i> including extension of digital literacy training and post-secondary support	Q3	Existing Operating Funds
Plan and construct new facilities with growth and demand	Library in Block 11 under construction	Q3	New Capital -Funds
	Begin planning for branch library in Block 41	Q4	New Capital Funds



# Vaughan Public Libraries

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Assess role/function of Maple Library	Q2	Existing Operating Funds
<b>2018 Initiatives</b>			
Plan and construct new facilities in response to community growth	Construction of Block 41 Library initiated	Q1	New Capital Funds
Nurture the Joy of Reading to promote children's success in school	Program review of all early literacy initiatives	Q3	Existing Operating Funds
Facilitate access to new technologies to increase digital literacy	Expedite access to new equipment and relevant technological training	Q4	Existing Operating Funds



# 2015-2018 Business Plan

## Business Performance

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

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

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

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

[illegible]

## 2015-2018 Business Plan

Performance Measures	2010	2011	2012	2013	2014 (Estimated)	2015 projection
Customers educated and access facilitated to transformational power of technology	484,486	505,053	753,565	827,141	976,314	1,276,280
<b>Note:</b> Customers educated & access facilitated to transformational power of technology includes Wireless Use, Library Computer Use, Netbook & Notebook Checkouts, Circulation of eBooks, eAudio & eVideo, Use of Databases, iCamp Participants, Social Media Followers, eNewsletter Subscribers, Email Notification, & Text Notification. As of 2014, VPL is able to obtain actual wireless figures as opposed to estimates.						
Increased role of VPL as vibrant community hub*	1,368,586	1,357,969	1,338,111	1,367,035	1,370,418	1,380,887
<b>Note:</b> Increased role of VPL as vibrant community hub includes Square Footage, Open Hours/Year, # of Study Room Bookings, # of Community Meeting Bookings, # of In-Person Visitors. In 2015, VPL will open a new community branch, increasing total square footage by 8,500 sq. ft.						

**Key Performance Indicators Conclusion:** *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

Vaughan residents continue to use their public library collections, facilities and services at a high rate. Exciting marketplaces have been created in the renovated branches which promote the use of the collections. Floating collections were introduced in 2014 which enable the material to get into the hands of the customers more quickly and help to make the entire collection more readily available to our customers. The Pleasant Ridge Library, an 8,500 sq ft branch attached to the North Thornhill Community Centre, will be open in late 2014. The design of a new 36,000 sq ft resource library adjacent to City Hall is complete, and construction is anticipated to begin in the near future. Renovations to 3 branches will be completed in 2014 which will improve efficiencies and increase customer satisfaction.

VPL embraces a community led approach to planning and development. Communication with citizens ensures VPL is responsive to community needs. An outreach working group was created with a mandate to actively participate in community events, showcasing VPL's electronic products.

VPL supports early literacy development that contributes to school readiness success with a number of high quality programs, collections, dedicated and skilled staff and early literacy workstations. Partnerships with schools and daycare centres extend VPL's presence in the community.

VPL introduces customers to the transformational power of technology through the provision of innovative equipment, skilled staff who share their expertise, integration of technological innovation to improve efficiency, a vast array of digital resources, such as 3M Cloud Library (eBooks), **Hoopla** (streaming video, music, and



# Vaughan Public Libraries

## 2015-2018 Business Plan

audiobooks), **IndieFlix** (shorts, documentaries and feature films) and **Zinio** (downloadable magazines), as well as an active social media presence, supported by the hire of a Digital Marketing Specialist.

Hours of operation were extended in 2014 to include Monday and Wednesday morning openings at most of the branch locations. Group meeting rooms are being renovated to encourage the multi-use of these spaces which will increase available study spaces. An additional university exam study hall will be introduced in the winter exam period. A 7,500 sq ft library is planned for construction in 2015-2016 as an addition to the existing Vellore Village Community Centre in Block 39. As well, a 7,500 sq ft library will be co-located with a community centre in Block 11, anticipated for design and construction in 2016-2017. Another 7,500 sq ft library is also identified for co-location with a community centre in Block 41 in the 2017-2018 timeframe.

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**Department Head Sign-off**

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

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**Commissioner Sign-off**

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

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

Department	Exp Category	Account	2013 Actuals	Actual Forecast	2014 Budget	Allowable Inc/Decr	Account Reallocations	2015 Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Vaughan Libraries																
	Revenue															
		3511 Service Charges	61,450	61,154	49,400	0	21,000	70,400	21,000	42.5%	70,400	0	70,400	0	70,400	0
		3574 Rev. frm Recov. Expenses	18,423	12,791	11,100	0	8,800	19,900	8,800	79.3%	19,900	0	19,900	0	19,900	0
		3576 Taxable Sales-Postage Fees	3,326	2,243	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3586 Rents and Concessions	19,151	11,012	14,200	0	8,500	22,700	8,500	59.9%	22,700	0	22,700	0	22,700	0
		3598 Fines & Penalties-Library	164,730	202,050	230,200	0	(38,300)	191,900	(38,300)	(16.6)%	191,900	0	191,900	0	191,900	0
		3618 Dept. Misc. Revenues	3,491	10,331	0	0	0	0	0	0.0%	0	0	0	0	0	0
		3620 Outside Contributions	11,100	9,045	7,000	0	0	7,000	0	0.0%	7,000	0	7,000	0	7,000	0
		3780 Tourism/Rec'n Grant	158,385	148,510	145,200	0	0	145,200	0	0.0%	145,200	0	145,200	0	145,200	0
		<b>Total Revenue</b>	<b>440,056</b>	<b>457,135</b>	<b>457,100</b>	<b>0</b>	<b>0</b>	<b>457,100</b>	<b>0</b>	<b>0.0%</b>	<b>457,100</b>	<b>0</b>	<b>457,100</b>	<b>0</b>	<b>457,100</b>	<b>0</b>
	Labour Costs															
		7010 Full Time	5,476,479	5,676,666	5,893,873	89,019	0	5,982,892	89,019	1.5%	6,016,588	33,696	6,017,145	557	6,017,145	0
		7012 Overtime	5,766	3,033	6,048	0	0	6,048	0	0.0%	6,048	0	6,048	0	6,048	0
		7015 Part Time	2,565,512	2,823,474	2,957,326	121,041	0	3,078,367	121,041	4.1%	3,126,371	48,004	3,156,231	29,860	3,184,648	28,417
		7017 Benefits	1,720,662	1,805,724	1,875,506	73,559	0	1,949,065	73,559	3.9%	1,996,395	47,330	2,041,724	45,329	2,089,985	48,261
		<b>Total Labour Costs</b>	<b>9,768,419</b>	<b>10,308,896</b>	<b>10,732,753</b>	<b>283,619</b>	<b>0</b>	<b>11,016,372</b>	<b>283,619</b>	<b>2.6%</b>	<b>11,145,402</b>	<b>129,030</b>	<b>11,221,148</b>	<b>75,746</b>	<b>11,297,826</b>	<b>76,678</b>
	Other Expenses															
		7100 Mileage	19,772	23,782	22,600	0	(200)	22,400	(200)	(0.9)%	22,400	0	22,400	0	22,400	0
		7105 Membership/Dues/Fees	11,283	11,275	11,000	0	0	11,000	0	0.0%	11,000	0	11,000	0	11,000	0
		7110 Meals & Meal Allowances	4,033	1,976	5,200	0	0	5,200	0	0.0%	5,200	0	5,200	0	5,200	0
		7115 Training & Development	10,859	16,777	20,000	0	0	20,000	0	0.0%	20,000	0	20,000	0	20,000	0
		7120 Telephone Charges	14,837	15,630	16,500	0	0	16,500	0	0.0%	16,500	0	16,500	0	16,500	0
		7122 Cellular Telephones	7,178	6,662	5,700	0	0	5,700	0	0.0%	5,700	0	5,700	0	5,700	0
		7130 Seminars & Workshops	2,750	6,867	6,000	0	0	6,000	0	0.0%	6,000	0	6,000	0	6,000	0
		7135 Advertising	221	610	1,400	0	0	1,400	0	0.0%	1,400	0	1,400	0	1,400	0
		7200 Office Supplies	35,070	32,577	34,000	0	100	34,100	100	0.3%	34,100	0	34,100	0	34,100	0
		7201 Conferences	8,674	11,952	10,000	0	0	10,000	0	0.0%	10,000	0	10,000	0	10,000	0
		7205 Computer Supplies	6,929	10,011	14,400	0	300	14,700	300	2.1%	14,700	0	14,700	0	14,700	0
		7210 Office Equip. & Furniture	39,197	121,927	52,100	0	20,800	72,900	20,800	39.9%	72,900	0	72,900	0	72,900	0
		7211 Computer Hardware/Software	89,028	113,395	100,000	0	0	100,000	0	0.0%	100,000	0	100,000	0	100,000	0
		7215 Mtce. & Repairs - Equip	216	1,247	5,000	0	(3,000)	2,000	(3,000)	(60.0)%	2,000	0	2,000	0	2,000	0
		7220 Copiers, Faxes and Supplies	48,733	53,678	51,000	0	0	51,000	0	0.0%	51,000	0	51,000	0	51,000	0
		7222 Printing	78,789	68,504	81,000	0	0	81,000	0	0.0%	81,000	0	81,000	0	81,000	0
		7310 Mtce. Buildings & Facil.	314,412	115,495	150,600	0	(18,000)	132,600	(18,000)	(12.0)%	132,600	0	132,600	0	132,600	0
		7313 Library Services	5,639	4,829	8,000	0	0	8,000	0	0.0%	8,000	0	8,000	0	8,000	0
		7317 Utility Services	271,534	301,896	320,552	7,448	0	328,000	7,448	2.3%	342,460	14,460	367,160	24,700	387,460	20,300
		7400 Bank Charges	5,254	5,609	6,100	0	0	6,100	0	0.0%	6,100	0	6,100	0	6,100	0
		7500 Data Processing Services	9,972	15,830	28,800	3,000	0	31,800	3,000	10.4%	31,800	0	31,800	0	31,800	0
		7510 Cleaning Services	93,395	104,802	110,500	0	0	110,500	0	0.0%	110,500	0	110,500	0	110,500	0
		7520 Professional Fees	3,704	11,496	22,000	0	0	22,000	0	0.0%	22,000	0	22,000	0	22,000	0
		7530 Outside Services	38,198	27,591	42,000	0	0	42,000	0	0.0%	42,000	0	42,000	0	42,000	0
		7531 Service Contracts	88,372	109,673	92,000	20,000	0	112,000	20,000	21.7%	112,000	0	112,000	0	112,000	0
		7565 Resources-Books	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0
		7570 Periodical-Library	269,817	325,873	275,300	0	0	275,300	0	0.0%	275,300	0	275,300	0	275,300	0
		7595 Programme Expense	42,609	52,224	50,300	0	0	50,300	0	0.0%	50,300	0	50,300	0	50,300	0
		7699 Sundry Expenses	5,526	3,813	2,100	0	0	2,100	0	0.0%	2,100	0	2,100	0	2,100	0
		7702 Joint Service Chgs-City	491,866	530,611	539,750	6,550	0	546,300	6,550	1.2%	546,300	0	546,300	0	546,300	0
		7785 Trsf to Reserve Other	1,875,700	1,467,700	1,467,700	95,300	0	1,563,000	95,300	6.5%	1,696,300	133,300	1,831,700	135,400	1,867,800	36,100
		<b>Total Other Expenses</b>	<b>3,893,566</b>	<b>3,574,313</b>	<b>3,551,602</b>	<b>132,298</b>	<b>0</b>	<b>3,683,900</b>	<b>132,298</b>	<b>3.7%</b>	<b>3,831,660</b>	<b>147,760</b>	<b>3,991,760</b>	<b>160,100</b>	<b>4,048,160</b>	<b>56,400</b>
<b>Total Vaughan Libraries</b>			<b>13,221,929</b>	<b>13,426,073</b>	<b>13,827,255</b>	<b>415,917</b>	<b>0</b>	<b>14,243,172</b>	<b>415,917</b>	<b>3.0%</b>	<b>14,519,962</b>	<b>276,790</b>	<b>14,755,808</b>	<b>235,846</b>	<b>14,888,886</b>	<b>133,078</b>

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-18 Operating Plan

\*Note: 2014 Actual Forecast is for reference purposes only and is based on year to date actuals as of September 2014 plus the remainder of the calendarized budget.

### **2015 Budget Variance Comments**

3511 - Service Charges	Anticipated volume increases
3574 - Rev. from Recover. Expenses	Anticipated volume increases
3586 - Rents and Concessions	Anticipated volume increases
3598 - Fines & Penalties-Libraires	Anticipated volume decreases
7010 - Full Time	Increase due to 2% economic adjustment, offset by vacant positions
7015 - Part Time	Increase due to 2% economic adj as per union agreement, progression and casual part time due to programming
7017 - Benefits	Increase in relation to salaries and budget guideline increases
7100 - Mileage	Reallocated to various accounts
7200 - Office Supplies	Reallocated from Mtce Building and other various accounts
7205 - Computer Supplies	Reallocated from Mtce Building and other various accounts
7210 - Office Equip. & Furniture	Reallocated from Mtce Building and other various accounts
7215 - Mtce. & Repairs - Equip	Reallocated to Office Equipment
7310 - Mtce. Buildings & Facil.	Reallocated to Office Equipment
7317 - Utility Services	Increase as per budget guideline
7500 - Data Processing Services	Increase due to contract price increases.
7531 - Service Contracts	Increase due to contract price increases.
7702 - Joint Service Chgs-City	Increase due to charges from other depts relating to Library Service agreement
7785 - Trsf to Reserve Other	Increase due to Civic Centre Resource library

### **2016 Budget Variance Comments**

7010 - Full Time	Increase due to progression
7015 - Part Time	Increase in casual part time due to programming, and progression.
7017 - Benefits	Increase in relation to salaries and budget guideline increases
7317 - Utility Services	Increase as per budget guideline

### **2017 Budget Variance Comments**

7010 - Full Time	Increase due to progression
7015 - Part Time	Increase in casual part time due to programming, and progression.
7017 - Benefits	Increase in relation to salaries and budget guideline increases
7317 - Utility Services	Increase as per budget guidelines
7785 - Trsf to Reserve Other	Increase due to Carrville Library

### **2018 Budget Variance Comments**

7015 - Part Time	Increase in casual part time due to programming.
7017 - Benefits	Increase in relation to salaries and budget guideline increases
7317 - Utility Services	Increase as per budget guidelines

2015 - 2018 ARR Listing

Year	Rationale	Index #	Description	Values						
				FTE	Labour Costs	Continuous Costs	One-Time Costs	Offsets	Net Impact	
2015	Previous Decisions	220-15-01/02	Civic Centre Resource Library - Operations & Staffing (gapped 9/12)	39.0	563,050	666,000	0	86,000	1,143,050	
	Previous Decisions Total			39.0	563,050	666,000	0	86,000	1,143,050	
2015 Total				39.0	563,050	666,000	0	86,000	1,143,050	
2016	Previous Decisions	220-16-01 A+B	Vellore Village South Library	8.3	506,550	67,100	0	13,800	559,850	
	Previous Decisions Total			8.3	506,550	67,100	0	13,800	559,850	
	Supporting Transformation	220-16-03	Maple Library Feasibility Study	0.0	0	0	65,000	0	65,000	
	Supporting Transformation Total			0.0	0	0	65,000	0	65,000	
	2016 Total				8.3	506,550	67,100	65,000	13,800	624,850
2017	Previous Decisions	220-16-02 / 03	B11 Neighbourhood Library - Operations and Staffing	9.0	574,968	53,800	0	13,800	614,968	
	Previous Decisions Total			9.0	574,968	53,800	0	13,800	614,968	
2017 Total				9.0	574,968	53,800	0	13,800	614,968	
Grand Total				56.3	1,644,568	786,900	65,000	113,600	2,382,868	

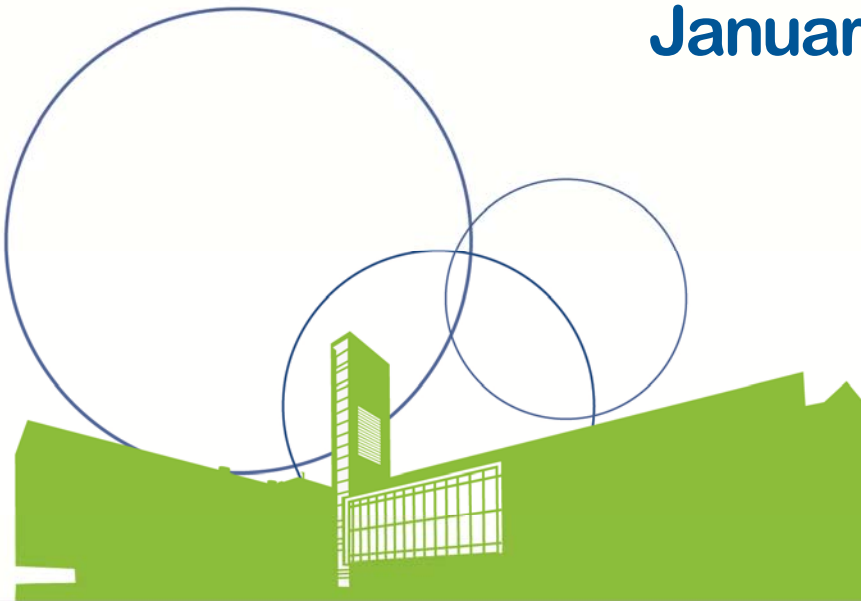
## 2015 - 2018 Draft Capital Projects

Budget\$						Group			
Year	Project #	Title	Ward	Project Type	Development Charges	Infrastructure Reserves	Capital from Taxation	Grand Total	
2015	LI-4504-13	Library Technology Upgrade	City-Wide	Technology			140,000	140,000	
	LI-4521-15	Carrville BL 11 Land	W4	Growth	350,100		38,900	389,000	
	LI-4522-15	Carrville BL11 - Consulting Design/Construction	W4	Growth	318,300		35,400	353,700	
	LI-4537-13	Capital Resource Purchases	City-Wide	Replacement		1,535,800		1,535,800	
	LI-4539-14	Vellore Village South BL 39 - Consulting/Design/Construction	W3	Growth	2,649,717		351,583	3,001,300	
	LI-4540-15	Vellore Village South BL39 - Resource Materials	W3	Growth	337,500		37,500	375,000	
	LI-4547-13	Bathurst Clark Resource Library - Main Bathroom Renovations	W5	Replacement		50,000		50,000	
2015 Total					3,655,617	1,585,800	603,383	5,844,800	
2016	LI-4504-13	Library Technology Upgrade	City-Wide	Technology			140,000	140,000	
	LI-4516-16	Carrville Block 11- Resource Material	W4	Growth	337,500		37,500	375,000	
	LI-4522-15	Carrville BL11 - Consulting Design/Construction	W4	Growth	2,809,900		372,800	3,182,700	
	LI-4537-13	Capital Resource Purchases	City-Wide	Replacement		1,668,300		1,668,300	
	LI-4540-15	Vellore Village South BL39 - Resource Materials	W3	Growth	337,500		37,500	375,000	
	LI-4541-16	Vellore Village South BL 36 - Furniture and Equipment	W3	Growth	236,300		26,200	262,500	
	LI-4542-16	Vellore Village South BL39 - Communications and Hardware	W3	Growth	141,800		15,700	157,500	
	LI-4548-16	AODA Compliant Circulation Desk & Sorting Machine- Pierre Berton Resource Library	W2	Legal/Regulatory			120,000	120,000	
2016 Total					3,863,000	1,668,300	749,700	6,281,000	
2017	LI-4504-13	Library Technology Upgrade	City-Wide	Technology			140,000	140,000	
	LI-4512-17	Maple Library Renovations	W1	Replacement			946,700	946,700	
	LI-4516-16	Carrville Block 11- Resource Material	W4	Growth	337,500		37,500	375,000	
	LI-4518-17	Carrville BL11 - Furniture and Equipment	W4	Growth	236,250		26,250	262,500	
	LI-4524-17	Carrville Community Library - Communications and Hardware	W4	Growth	141,750		15,750	157,500	
	LI-4537-13	Capital Resource Purchases	City-Wide	Replacement		1,803,700		1,803,700	
	LI-4550-17	Library Branch Signage	City-Wide	New Initiative			105,000	105,000	
2017 Total					715,500	1,803,700	1,271,200	3,790,400	
2018	LI-4504-13	Library Technology Upgrade	City-Wide	Technology			140,000	140,000	
	LI-4525-17	Vellore Village North Community Library	W3	Growth	318,300		35,300	353,600	
	LI-4526-17	Vellore Village North Community Library - Land	W3	Growth	350,100		38,900	389,000	
	LI-4537-13	Capital Resource Purchases	City-Wide	Replacement		1,839,800		1,839,800	
	LI-4546-13	Vellore Villiage North Community Library - Resource Materials	W3	Growth	347,625		38,625	386,250	
2018 Total					1,016,025	1,839,800	252,825	3,108,650	
2019+	LI-4504-13	Library Technology Upgrade	City-Wide	Technology			140,000	140,000	
	LI-4525-17	Vellore Village North Community Library	W3	Growth	2,809,958		372,842	3,182,800	
	LI-4537-13	Capital Resource Purchases	City-Wide	Replacement		1,978,600		1,978,600	
	LI-4544-13	Vellore Village North Community Library - Furniture and Equipment	W3	Growth	236,300		26,200	262,500	
	LI-4545-13	Vellore Villiage North Community Library - Communication and Hardware	W3	Growth	141,800		15,700	157,500	
	LI-4546-13	Vellore Villiage North Community Library - Resource Materials	W3	Growth	347,625		38,625	386,250	
2019+ Total					3,535,683	1,978,600	593,367	6,107,650	
Grand Total					12,785,825	8,876,200	3,470,475	25,132,500	

# Attachment 3: Draft Commission/Category Information

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**Draft 2015 Budget and 2016-2018 Plan  
Finance, Administration and Audit  
Committee  
January 12, 2015**





### **Commission or Category Summary**

The following table is from page 10 of the main item, *Table 3: Tax Supported Requirements for City Services and Administration*. It takes into account departmental expenditures, non-tax revenues, and reserve transfers summarized by commission or category.

<b>Commission or Category</b>	<b>2015</b>		<b>2016</b>		<b>2017</b>		<b>2018</b>	
	<b>\$M</b>	<b>% of Total</b>	<b>\$M</b>	<b>% of Total</b>	<b>\$M</b>	<b>% of Total</b>	<b>\$M</b>	<b>% of Total</b>
<b>Public Works</b>	52.4	30%	53.9	29%	54.8	28%	55.4	27%
<b>Fire &amp; Rescue</b>	43.4	24%	44.7	24%	46.0	23%	45.5	22%
<b>Community Services*</b>	30.5	17%	30.5	16%	33.0	17%	32.2	16%
<b>Strategic and Corporate Services</b>	17.3	10%	18.1	10%	17.5	9%	17.4	8%
<b>Legal and Administrative Services</b>	16.5	9%	17.0	9%	17.5	9%	17.6	9%
<b>Vaughan Public Libraries</b>	15.5	9%	17.0	9%	15.5	8%	15.0	7%
<b>Finance and City Treasurer</b>	8.7	5%	8.5	4%	8.8	5%	8.9	4%
<b>Capital Related Expenditures</b>	5.4	3%	9.1	5%	13.3	7%	20.0	10%
<b>City Manager</b>	4.0	2%	3.9	2%	4.0	2%	4.0	2%
<b>Council, Internal Audit, Integrity Commissioner</b>	2.3	1%	2.3	1%	2.3	1%	2.4	1%
<b>Planning</b>	0.8	0%	0.1	0%	(0.1)	0%	(0.3)	0%
<b>Corporate Other</b>	(19.2)	-11%	(16.4)	-9%	(16.8)	-9%	(13.5)	-7%
<b>Total</b>	<b>177.6</b>	<b>100%</b>	<b>188.8</b>	<b>100%</b>	<b>195.9</b>	<b>100%</b>	<b>204.7</b>	<b>100%</b>
<b>Ice Storm Tree Replacement</b>	0.8		1.5		1.5		1.5	
<b>Total including Tree Replacement</b>	<b>178.4</b>		<b>190.3</b>		<b>197.4</b>		<b>206.2</b>	

*\*An interim structure is in place for the departments in Community Services whereby they have been distributed among other commissions pending a Council decision on the leadership and structure of the Community Services Commission.*

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

The following tables illustrate the incremental increases associated with the commission or category and the corresponding commission or category portion of the incremental tax rate increase. Commentary is also provided to explain the drivers behind these increases, or decreases, in base revenues and expenditures, that the commission or category is facing. Additional Resource Requests are listed separately along with the impact of these requests. The departments from the Commission of Community Services that have been realigned on an interim basis are included within their interim commission. The tables are presented in the order they appear in the table above.

## Public Works

\$M	2014	2015 Budget	INC (DEC)	2016 Plan	INC (DEC)	2017 Plan	INC (DEC)	2018 Plan	INC (DEC)
Revenue	-2.3	-2.2	0.1	-2.2	0.0	-2.3	0.0	-2.3	0.0
Labour	24.3	22.7	-1.6	23.0	0.3	23.2	0.2	23.2	0.0
Non Labour	31.0	31.5	0.5	32.4	0.9	33.3	0.8	34.2	0.9
<b>Base Budget</b>	<b>53.0</b>	<b>52.1</b>	<b>-0.9</b>	<b>53.3</b>	<b>1.2</b>	<b>54.3</b>	<b>1.0</b>	<b>55.1</b>	<b>0.9</b>
<b>ARRs</b>									
Previous Decisions		0.1	0.1	0.5	0.5	0.2	0.2	0.3	0.3
Maintain/Growth		0.2	0.2	0.2	0.2	0.2	0.2	0.0	0.0
Supporting Transformation		0.0	0.0	0.0	0.0	0.1	0.1	0.0	0.0
<b>Draft Budget</b>		<b>52.4</b>		<b>54.0</b>		<b>54.8</b>		<b>55.5</b>	
Net Impact			-0.6		1.9		1.5		1.2
Portion Of Tax Rate Increase			-0.34%		1.06%		0.78%		0.59%

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

The above includes the newly realigned Parks & Forestry Operations into the Commission of Public Works. This realignment was approved by Council in June of 2104 and is permanent.

The 2015 decrease in labour is due to a shifting of costs related to Water/Wastewater/Stormwater directly to Water and Waste Water Services. This change is offset by a similar reduction in the chargeback revenue received in Corporate Revenue, with a net benefit to the City of Vaughan of approximately \$0.4M. Labour increases in 2016-18 are due to expected salary progressions. Non-labour increase in 2015 is primarily due to contract costs in Winter Control (\$0.2M) mostly due to expected volume increases, an expected Hydro price increase (\$0.2M) and other small expected increases in other accounts, offset by a reduction in the budget for Solid Waste contract costs due to less expected volume. The increases in 2016-18 are mainly due to expected Winter Control price and volume increases, expected Hydro price increases and an expected volume increase in Solid Waste collection.

Additional Resource Requests categorized as Previous Decisions relate mainly to Park Operating expenses and Bocce Court and Soccer field maintenance. Growth Additional Resource Requests include Roads Heavy Equipment Operator and Development Inspection & Lot Grading Supervisor.

## Fire & Rescue

\$M	2014	2015 Budget	INC (DEC)	2016 Plan	INC (DEC)	2017 Plan	INC (DEC)	2018 Plan	INC (DEC)
Revenue	-0.6	-0.6	0.0	-0.7	0.0	-0.7	0.0	-0.7	0.0
Labour	38.4	41.2	2.8	42.1	0.8	42.8	0.7	43.2	0.5
Non Labour	2.4	2.3	-0.1	2.3	0.0	2.3	0.0	2.3	0.0
<b>Base Budget</b>	40.2	42.9	2.7	43.7	0.8	44.4	0.7	44.8	0.4
<b>ARRs</b>									
Previous Decisions		0.0	0.0	0.5	0.5	1.1	1.1	1.2	1.2
Maintain/Growth		0.0	0.0	0.1	0.1	0.0	0.0	0.1	0.1
Supporting Transformation		0.3	0.3	0.1	0.1	0.1	0.1	0.0	0.0
<b>Draft Budget</b>		<b>43.2</b>		<b>44.5</b>		<b>45.6</b>		<b>46.0</b>	
Net Impact			3.0		1.4		1.9		1.7
Portion Of Tax Rate Increase			1.63%		0.77%		0.98%		0.80%

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

The 2015 increase in labour is driven by increased benefit rates, progressions and economic adjustments (\$1.8M) and by the impact of annualizing labour costs related to fire station 7-5 (\$1.0M). Labour increases in 2016-2018 are mainly driven by progressions.

Additional Resource Requests categorized as previous decisions include staffing and ramping-up of operations of Station 7-4 and 7-6 over the next four years. Support for operational initiatives will also be required during this period of growth.

## Community Services\*

	2014	2015 Budget	INC (DEC)	2016 Plan	INC (DEC)	2017 Plan	INC (DEC)	2018 Plan	INC (DEC)
Revenue	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Labour	0.4	0.4	0.0	0.4	0.0	0.4	0.0	0.4	0.0
Non Labour	0.1	0.1	0.0	0.1	0.0	0.1	0.0	0.1	0.0
Base Budget	0.5	0.5	0.0	0.5	0.0	0.5	0.0	0.5	0.0
<b>Draft Budget</b>		<b>0.5</b>		<b>0.5</b>		<b>0.5</b>		<b>0.5</b>	
Net Impact			0.0		0.0		0.0		0.0
Portion Of Tax Rate Increase			0.00%		0.00%		0.00%		0.00%

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

In 2014, the departments within the Commission of Community Services were temporarily realigned with other commissions in the City. The office of the Commissioner of Community Services, including the Curb Appeal/Winterlights program remains in this commission, although vacant, until such time that a decision is reached by Council regarding the reporting structure of the Commission of Community Services.

The Curb Appeal/Winterlights program is a Council endorsed program that has been scaled back in recent years due to reduced citizen engagement, however continues to run and provide for community beautification projects, and winter lights activities.

The following departments of Community Services have been realigned to their interim Commission

### Department

Community Grants and Advisory Committee  
Recreation  
Cultural Services  
Buildings and Facilities  
Fleet Management  
Parks Development

### Interim Commission

City Manager  
City Manager  
City Manager  
Strategic & Corporate Services  
Strategic & Corporate Services  
Planning

In June of 2014 Council adopted the organization structure of the Commission of Public Works which included the permanent transfer of the Parks and Forestry Operations department from the Commission of Community Services.

## Strategic and Corporate Services

\$M	2014	2015 Budget	INC (DEC)	2016 Plan	INC (DEC)	2017 Plan	INC (DEC)	2018 Plan	INC (DEC)
Revenue	-0.3	-0.3	0.0	-0.3	0.0	-0.3	0.0	-0.3	0.0
Labour	21.8	22.6	0.8	23.0	0.4	23.3	0.3	23.4	0.2
Non Labour	18.6	19.2	0.6	19.6	0.4	20.6	1.0	21.0	0.4
<b>Base Budget</b>	<b>40.1</b>	<b>41.4</b>	<b>1.3</b>	<b>42.2</b>	<b>0.8</b>	<b>43.6</b>	<b>1.3</b>	<b>44.1</b>	<b>0.6</b>
<b>ARRs</b>									
Previous Decisions		0.0	0.0	0.0	0.0	0.7	0.7	0.0	0.0
Maintain/Growth		0.6	0.6	0.6	0.6	0.5	0.5	0.1	0.1
Supporting		0.6	0.6	0.7	0.7	0.4	0.4	0.4	0.4
Transformation									
New/Enhanced Services		0.1	0.1	0.1	0.1	0.0	0.0	0.0	0.0
<b>Draft Budget</b>		<b>42.8</b>		<b>43.7</b>		<b>45.1</b>		<b>44.7</b>	
Net Impact			2.7		2.2		2.9		1.1
Portion Of Tax Rate			1.63%		1.26%		1.48%		0.52%
Increase									

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

The figures above include Building & Facilities and Fleet Management which are under temporary realignment from the Commission of Community Services. Together these two departments represent approximately 60% of the total budget shown.

The 2015 increase in labour is due to progressions and economic adjustments. Non-labour increases are driven primarily by expected utilities price increases (\$0.3M), professional fees (\$0.2M) and higher contract prices as per budget guidelines (\$0.1M).

Labour increases in 2016-2018 mainly due to progressions. Non-labour increases over this same time period are driven mainly by projected increases in utility rates (\$1.4M), additional general maintenance costs due to volume (\$0.2M) and contract price increases (\$0.1M).

Additional Resource Requests to maintain service levels and accommodate growth over the next four years include support for HR, Strategic Planning, Innovation and Continuous Improvement, and Information Technology Management. Transformation-related Additional Resource Requests consist of support required for the development and implementation of a Corporate Asset Management System, and continued implementation of the City's IT Strategy, both of which were outlined as part of the City's strategic priorities in Vaughan Vision 2020. The Additional Resource Requests categorized as previous decisions in 2017 relate to building and facilities support for the Block 11 community centre.

## Legal and Administrative Services

\$M	2014	2015 Budget	INC (DEC)	2016 Plan	INC (DEC)	2017 Plan	INC (DEC)	2018 Plan	INC (DEC)
Revenue	-4.2	-4.3	0.0	-4.4	-0.1	-4.5	-0.1	-4.5	-0.1
Labour	12.6	13.0	0.4	13.2	0.1	13.3	0.1	13.4	0.1
Non Labour	6.7	7.0	0.4	7.6	0.6	8.4	0.8	8.8	0.4
<b>Base Budget</b>	<b>15.0</b>	<b>15.7</b>	<b>0.7</b>	<b>16.4</b>	<b>0.7</b>	<b>17.2</b>	<b>0.8</b>	<b>17.6</b>	<b>0.4</b>
<b>ARRs</b>									
Maintain/Growth		0.2	0.2	0.6	0.6	0.1	0.1	0.1	0.1
Supporting		0.5	0.5	0.0	0.0	0.2	0.2	0.0	0.0
Transformation									
New/Enhanced		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Services									
<b>Draft Budget</b>		<b>16.5</b>		<b>17.1</b>		<b>17.6</b>		<b>17.7</b>	
Net Impact			1.4		1.3		1.1		0.5
Portion Of Tax Rate			0.88%		0.74%		0.60%		0.25%
Increase									

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

The increase in labour in 2015 is driven by progressions, and economic adjustments. Non-labour increases in 2015 are primarily due to expected increases in insurance premiums based on historical trends for OMEX participants, offset partially by a phasing out of outstanding claims with the previous insurance provider (net \$0.3M) and by an increase in postage rates (\$0.1M).

Labour increases in 2016-2018 are mainly due to progressions. The non-labour increase over this same period is mainly driven by the higher price of insurance premiums based on the OMEX participation schedule, offset by the final settlement of outstanding claims from the previous insurance provider (net \$1.6M).

Additional Resource Requests in 2015 that are categorized as supporting transformation include a contract manager and additional legal counsel. In 2016 and beyond, Additional Resource Requests relate mainly to increased support for By-Law and Compliance to accommodate growth.

## Vaughan Public Libraries

\$M	2014	2015 Budget	INC (DEC)	2016 Plan	INC (DEC)	2017 Plan	INC (DEC)	2018 Plan	INC (DEC)
Revenue	-0.3	-0.3	0.0	-0.3	0.0	-0.3	0.0	-0.3	0.0
Labour	10.7	11.0	0.3	11.1	0.1	11.2	0.1	11.3	0.1
Non Labour	2.1	2.1	0.0	2.1	0.0	2.2	0.0	2.2	0.0
<b>Base Budget</b>	<b>12.5</b>	<b>12.8</b>	<b>0.3</b>	<b>13.0</b>	<b>0.1</b>	<b>13.1</b>	<b>0.1</b>	<b>13.2</b>	<b>0.1</b>
<b>ARRs</b>									
Previous Decisions		1.1	1.1	2.3	2.3	0.7	0.7	0.1	0.1
Supporting Transformation		0.0	0.0	0.1	0.1	-0.1	-0.1	0.0	0.0
<b>Draft Budget</b>		<b>14.0</b>		<b>15.3</b>		<b>13.7</b>		<b>13.3</b>	
Net Impact			1.5		2.5		0.8		0.2
Portion Of Tax Rate Increase			0.90%		1.40%		0.39%		0.12%

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

The increase in labour in 2015 is due to progressions and economic adjustments. Labour increases in 2016-2018 are mainly driven by progressions.

Additional Resource Requests categorized as previous decisions relate to the staffing and operating costs for the new Civic Centre Library (2015), Vellore Village South Library (2016) and a neighbourhood library for Block 11(2017).

## Finance and City Treasurer

\$M	2014	2015 Budget	INC (DEC)	2016 Plan	INC (DEC)	2017 Plan	INC (DEC)	2018 Plan	INC (DEC)
Revenue	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Labour	7.7	7.8	0.1	8.0	0.2	8.1	0.1	8.1	0.1
Non Labour	0.5	0.5	0.0	0.5	0.0	0.5	0.0	0.5	0.0
<b>Base Budget</b>	<b>8.2</b>	<b>8.3</b>	<b>0.1</b>	<b>8.5</b>	<b>0.2</b>	<b>8.6</b>	<b>0.1</b>	<b>8.7</b>	<b>0.1</b>
<b>ARRs</b>									
Maintain/Growth		0.0	0.0	0.0	0.0	0.2	0.2	0.1	0.1
Supporting Transformation		0.4	0.4	0.0	0.0	0.0	0.0	0.1	0.1
<b>Draft Budget</b>		<b>8.7</b>		<b>8.5</b>		<b>8.8</b>		<b>8.9</b>	
Net Impact			0.5		0.2		0.3		0.3
Portion Of Tax Rate Increase			0.32%		0.10%		0.17%		0.16%

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

Base budget increases are all labour related and are due to salary increases (2015) and progressions and benefit increases in all four years.

2015 Additional Resource Requests relate to the Procure-to-Pay initiative.



## City Manager

\$M	2014	2015 Budget	INC (DEC)	2016 Plan	Inc (Dec)	2017 Plan	Inc (Dec)	2018 Plan	INC (DEC)
Revenue	-19.4	-19.5	-0.1	-19.8	-0.3	-20.7	-0.9	-20.9	-0.3
Labour	19.8	20.2	0.5	20.4	0.2	20.8	0.4	20.9	0.1
Non Labour	6.1	6.0	0.0	6.1	0.0	6.1	0.1	6.1	0.0
<b>Base Budget</b>	<b>6.4</b>	<b>6.7</b>	<b>0.4</b>	<b>6.7</b>	<b>0.0</b>	<b>6.2</b>	<b>-0.4</b>	<b>6.1</b>	<b>-0.1</b>
<b>ARRs</b>									
Previous Decisions		0.0	0.0	0.1	0.1	0.8	0.8	0.0	0.0
Maintain/Growth		0.2	0.2	0.1	0.1	0.0	0.0	0.0	0.0
Supporting		0.0	0.0	0.0	0.0	0.1	0.1	-0.1	-0.1
Transformation									
New/Enhanced		0.0	0.0	0.0	0.0	0.2	0.2	0.0	0.0
Services									
<b>Draft Budget</b>		<b>6.9</b>		<b>6.8</b>		<b>7.4</b>		<b>6.1</b>	
Net Impact			0.5		0.1		0.7		-0.2
Portion Of Tax Rate			0.34%		0.07%		0.36%		-0.08%
Increase									

The figures above include Recreation, Cultural Services and Community Grants and Advisory Committee which are all temporarily realigned under the Executive Director in the City Manager's Commission. Together these departments represent all of the revenue above and approximately 85% of the total labour and non-labour costs shown.

The increase in revenue in 2015 is due to the higher trending of Recreation volume. The labour increase is due to progressions. Revenue increases in 2016-2018 are primarily driven by higher volume with a larger increase in 2017 due to additional revenues anticipated with the opening of the Block 11 community centre. Labour cost increases over this same time period are due to progressions.

Additional Resource Requests classified as previous decisions in 2017 relate to Recreation requirements for the Block 11 community centre. The balance of Additional Resource Requests over the next four years are primarily to accommodate growth in Recreation, Corporate Communications and Cultural Services. A few initiatives in Cultural Services in 2017 represent service level enhancements and include an Open to Youth Pilot Project.

**Council, Internal Audit, Integrity Commissioner**

<b>\$M</b>	<b>2014</b>	<b>2015 Budget</b>	<b>Inc (Dec)</b>	<b>2016 Plan</b>	<b>Inc (Dec)</b>	<b>2017 Plan</b>	<b>Inc (Dec)</b>	<b>2018 Plan</b>	<b>Inc (Dec)</b>
Revenue	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Labour	1.8	1.8	0.0	1.8	0.0	1.9	0.0	1.9	0.0
Non Labour	0.4	0.4	0.1	0.4	0.0	0.5	0.0	0.5	0.0
<b>Base Budget</b>	<b>2.2</b>	<b>2.3</b>	<b>0.1</b>	<b>2.3</b>	<b>0.0</b>	<b>2.3</b>	<b>0.0</b>	<b>2.4</b>	<b>0.0</b>
<b>ARRs</b>									
Supporting Transformation		0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0
<b>Draft Budget</b>		<b>2.3</b>		<b>2.3</b>		<b>2.3</b>		<b>2.4</b>	
Net Impact			0.1		0.0		0.0		0.0
Portion Of Tax Rate Increase			0.09%		0.03%		0.02%		0.02%

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

The increase in non-labour in 2015 is due to an allowable increase to Council discretionary budgets which is based on updated ward population growth and to the final phase out of the corporate reorganization for Internal Audit.

One Additional Resource Request in 2015 is related to risk management support for Internal Audit.

Future year expenditures remain relatively neutral. There are very slight increases in these outer years that are due to progressions in the Internal Audit department. Council budgets remain flat in the outer years as discretionary budgets are calculated on an annual basis.

## Corporate

\$M	2014	2015 Budget	INC (DEC)	2016 Plan	INC (DEC)	2017 Plan	INC (DEC)	2018 Plan	INC (DEC)
Revenue	-50.6	-44.4	6.2	-41.5	2.9	-40.8	0.7	-40.0	0.8
Labour	-3.5	-2.8	0.7	-0.6	2.2	2.6	3.2	5.9	3.4
Non Labour	37.0	35.1	-1.9	36.6	1.5	36.7	0.0	42.5	5.9
<b>Base Budget</b>	<b>-17.0</b>	<b>-12.1</b>	<b>4.9</b>	<b>-5.5</b>	<b>6.6</b>	<b>-1.6</b>	<b>3.9</b>	<b>8.5</b>	<b>10.0</b>
<b>Draft Budget</b>		<b>-12.1</b>		<b>-5.5</b>		<b>-1.6</b>		<b>8.5</b>	
Net Impact			4.9		6.6		3.9		10.0
Portion Of Tax Rate Increase			3.00%		3.72%		1.99%		4.83%

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

The Revenues decline in 2015 due to the removal of a one-time Special Dividend from VHI, which is fully offset by the removal of the corresponding expenditures. Revenues have also decreased due to the realignment of the Water/wastewater recovery revenue due to reduced expenses within the Public Works commission, as resources were transferred out to the Water/Wastewater department, as well as the full removal of the Prior Year's Surplus Carry Forward of \$2.5M. These decreases are partially offset by an increase in Reserve Revenue from the Working Capital reserve which will phase out in the next few years.

Labour costs in 2015 are negative due to labour gapping that is accounted for at the corporate level and not in the individual department budgets. This is a standard industry practice to account for employee turnover in the operating budget. In 2016-2018, this is offset by the budgeting of potential labour agreement increases of 2% in each year.

Other expenditures in 2015 are showing a large decrease due to the removal of expenses relating to the OMB and VMC development initiatives. These expenses were fully funded from the VHI Special Dividend in 2014, which has been removed as mentioned above, as well as a minor increase in Tax Adjustments due to growth in the tax base. In 2016-18, the expenditures are increasing as a result of increased contributions to the infrastructure reserves to account for newly added capital assets.

## Planning

\$M	2014	2015 Budget	INC (DEC)	2016 Plan	INC (DEC)	2017 Plan	INC (DEC)	2018 Plan	INC (DEC)
Revenue	-12.3	-12.5	-0.2	-13.1	-0.5	-13.4	-0.3	-13.7	-0.3
Labour	13.7	14.2	0.6	14.2	0.0	14.3	0.1	14.2	-0.1
Non Labour	0.8	0.3	-0.5	0.4	0.1	0.4	0.0	0.6	0.2
<b>Base Budget</b>	<b>2.1</b>	<b>2.0</b>	<b>-0.1</b>	<b>1.5</b>	<b>-0.5</b>	<b>1.3</b>	<b>-0.2</b>	<b>1.2</b>	<b>-0.2</b>
<b>ARRs</b>									
Maintain/Growth		0.1	0.1	0.0	0.0	0.1	0.1	0.0	0.0
Supporting Transformation		0.2	0.2	0.0	0.0	0.0	0.0	0.0	0.0
<b>Draft Budget</b>		<b>2.3</b>		<b>1.5</b>		<b>1.5</b>		<b>1.2</b>	
Net Impact			0.1		-0.5		0.0		-0.2
Portion Of Tax Rate Increase			0.09%		-0.26%		-0.01%		-0.08%

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

The increase in revenue in 2015 is mainly due to price increases in Development Planning and Building Standards (non-OBC). The labour increase is due to progressions while the non-labour decrease is due to a change in the accounting for the VMC Implementation positions in 2015. The net base budget decreases in 2016-18 relate to increased revenues for Development Planning and Building Standards (non-OBC).

2015 Additional Resource Requests include one for maintaining growth in the Parks Development area and others for supporting transformation in the Policy Planning and Development Planning areas.

# Attachment 4: Draft 10 Year Reserve Continuity Schedule

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**Draft 2015 Budget and 2016-2018 Plan  
Finance, Administration and Audit  
Committee  
January 12, 2015**



**Continuity Schedule for Reserve and Reserve Funds**  
**City of Vaughan**  
**2015-2018**

Reserve Number	Description	2014 Closing Balance (after Commitments)	Contributions	Capital Projects	Expenses	2015 Closing Balance	Contributions	Capital Projects	Expenses	2016 Closing Balance	Contributions	Capital Projects	Expenses
<b>Obligatory Reserves</b>													
60172	Bldg Standards Continuity	12,841,835	8,139,429	103,000	2,765,000	18,113,264	8,089,267	206,000	2,793,000	23,203,531	8,795,362	206,000	2,857,000
61009	Subdiv. Contrib. Royal Palm	119,219	1,490			120,709	1,509			122,218	1,528		
61010	Subdivider Contributions	4,668,719	58,359			4,727,078	59,088			4,786,167	59,827		
61011	Geodetic Bench	966,644	0			966,644	0			966,644	0		
61012	Tree Replacement Fee	525,868	0	48,882		476,986	0	48,882		428,104	0	48,882	
61013	Greenways - WEA	526,060	0			526,060	0			526,060	0		
61014	Open Space - WEA	15,286	0			15,286	0			15,286	0		
61015	Sewer Camera Inspection	1,526,359	0			1,526,359	0			1,526,359	0		
61016	Catch Basin Repairs	78,000	0			78,000	0			78,000	0		
61020	Recreation Land	47,768,914	590,438	267,800	800,000	47,291,552	584,339	267,800	821,000	46,787,091	577,915	267,800	840,000
61025	Gas Tax Reserve	7,119,305	8,393,152	15,342,035		170,422	8,773,767	7,746,355		1,197,834	8,786,969	7,688,927	
61050	Entry Feature 427 / Hwy 7	142,665	1,783			144,448	1,806			146,254	1,828		
61051	Municipal Rds & Infra Grant	462,247	0	0		462,247	0	187,321		274,926	0	0	
61052	Investing in Ontario Grant	1,125,234	0	55,000		1,070,234	0	487,961		582,273	0	44,000	
62010	CWDC - Engineering	54,112,404	26,415,204	13,015,035		67,512,573	30,440,105	22,476,250		75,476,428	31,606,119	12,086,150	
62020	CWDC - Fire	(3,190,656)	1,253,801	648,550		(2,585,405)	1,432,031	4,837,794		(5,991,168)	1,457,064	2,075,000	
62040	CWDC - Library Buildings	3,840,970	2,035,922	3,655,617		2,221,274	2,319,381	3,863,000		677,656	2,397,753	715,500	
62060	CWDC - General Government	(4,133,647)	618,080	690,592	174,903	(4,381,063)	720,893	243,767	62,683	(3,966,619)	750,850	469,746	62,683
62080	CWDC - Parks Development	19,713,441	7,474,806	10,485,727	52,786	16,649,734	8,564,891	6,973,511	52,786	18,188,328	8,847,728	10,066,201	52,786
62090	CWDC - Public Works	6,641,442	1,158,031	300,550		7,498,923	1,329,816	665,585		8,163,154	1,327,129	9,107,301	
62100	CWDC - Recreation	42,170,580	10,082,921	3,287,700		48,965,801	11,455,751	29,639,430		30,782,122	11,584,004	32,184,000	
63070	D8-Rainbow Creek Drainage	3,144,570	39,307			3,183,877	39,798			3,223,675	40,296		
63120	D13-Woodlot Acquisition	114,532	1,432			115,964	1,450			117,413	1,468		
63150	D15-PD#5 W. Wdbridge Waterma	(2,575,317)	(32,191)			(2,607,508)	(32,594)			(2,640,102)	(33,001)		
63153	D18-PD#6 W. Major Mac. Water	(751,276)	(9,391)			(760,667)	(9,508)			(770,175)	(9,627)		
63154	D19-PD#6 E. Rutherford Water	(1,515,032)	(18,938)			(1,533,970)	(19,175)			(1,553,145)	(19,414)		
63155	D20-PD#7 Watermain West	1,695,983	21,200			1,717,182	21,465			1,738,647	21,733		
63158	D23-Dufferin/Teston Sanitary	73,078	913			73,992	925			74,917	936		
63159	D24-Ansley Grove Sanitary	212,420	2,655			215,075	2,688			217,764	2,722		
63160	D25 Zenway/Fogal Sub-Trunk	208,964	(24,832)	4,391,000		(4,206,868)	(52,586)			(4,259,454)	(53,243)		
63162	D27 Huntington Road Sewer	381,634	(23,426)	4,511,500		(4,153,292)	(51,916)			(4,205,208)	(52,565)		
<b>Obligatory Reserves Total</b>		<b>198,030,447</b>	<b>66,180,143</b>	<b>56,802,988</b>	<b>3,792,689</b>	<b>203,614,913</b>	<b>73,673,192</b>	<b>77,643,656</b>	<b>3,729,469</b>	<b>195,914,980</b>	<b>76,093,379</b>	<b>74,959,507</b>	<b>3,812,469</b>

Reserve Number	Description	2014 Closing Balance (after Commitments)	Contributions	Capital Projects	Expenses	2015 Closing Balance	Contributions	Capital Projects	Expenses	2016 Closing Balance	Contributions	Capital Projects	Expenses
<b>Discretionary Reserves</b>													
60020	Vehicle Replacement	3,261,411	428,761	903,600		2,786,572	427,820	715,100		2,499,292	429,151	550,600	
60030	Fire Equipment Replacement	3,497,444	1,389,926	1,038,150		3,849,220	1,540,405	2,977,100		2,412,525	1,572,708	901,700	
60100	City Playhouse	33,933	15,518			49,451	15,712			65,163	15,908		
60150	Heritage Fund	2,232,307	245,743	0		2,478,050	253,011	25,750		2,705,311	260,456	0	
60170	Pre 99 -Bldgs. & Facil.	12,028,188	2,929,530	3,691,495		11,266,223	3,651,661	1,234,796		13,683,088	5,401,923	766,170	
60180	Roads Infrastructure	6,227,209	505,198	645,840		6,086,567	516,105	0		6,602,672	530,720	101,970	
60186	Streetscapes	1,151,392	493,016			1,644,408	499,179			2,143,587	696,766		
60188	Parks Infrastructure	4,579,809	1,511,861	1,041,721		5,049,949	1,850,101	3,361,350		3,538,699	3,017,861	3,327,234	
60189	Artificial Soccer Turf Reser	403,550	130,826			534,376	132,461			666,837	134,117		
60211	ITM Reserve	35,825	1,120,074	1,129,700		26,200	1,179,207	1,140,700		64,706	1,239,009	1,140,700	
60212	Library Material Reserve	99	1,563,171	1,535,800		27,470	1,696,818	1,668,300		55,989	1,832,575	1,803,700	
60195	Uplands Capital Improv. Res.	(285,102)	146,955	67,000		(205,147)	143,806	730,732		(792,073)	140,618	67,000	
60040	Insurance	4,510,313	0			4,510,313	0			4,510,313	0		
60080	Suggestion Program	33,302	0			33,302	0			33,302	0		
60121	Management By Law Reserve	97,021	1,213			98,234	1,228			99,462	1,243		
60130	Election Reserve	649,518	460,005		148,270	961,252	463,901		148,270	1,276,884	467,847		148,270
60140	Employer Benefit Contributio	22,943,419	286,793			23,230,212	290,378			23,520,590	294,007		
60145	WSIB Claims	820,405	85,724			906,129	86,795			992,924	87,880		
60210	Innovation Reserve	2,130,517	190,485	2,328,971		(7,969)	249,552			241,583	282,859		
60070	Cemetery	13,342	0			13,342	0			13,342	0		
60085	Garnet A. Williams C.C. Rese	-	0			0	0			0	0		
60090	Industrial Development	27,952	349			28,301	354			28,655	358		
60120	Sale of Public Lands	(8,096,339)	(101,204)			(8,197,544)	(102,469)			(8,300,013)	(103,750)		
60125	Kleinburg Parking Reserve	44,911	561			45,473	568			46,041	576		
60190	Keele Valley Landfill	503,216	6,290			509,506	6,369			515,875	6,448		
60192	City Hall Reserve	13,417	168			13,585	170			13,755	172		
61000	Senior Citizen Bequests	203,817	2,548			206,365	2,580			208,945	2,612		
60000	General Working Capital	23,684,993	274,802		3,401,741	20,558,054	232,655		3,891,355	16,899,353	196,192		2,408,036
60010	Tax Rate Stabilization Fund	1,379,432	8,568		1,388,000	(0)	(0)			(0)	(0)		
60110	Engineering Reserve	5,069,903	1,939,053		6,196,000	812,956	1,964,638		2,777,594	(0)	2,018,376		2,018,376
60122	Winterization Reserve	4,414,846	55,186			4,470,031	55,875			4,525,907	56,574		
60175	Planning Reserve	985,323	12,317			997,639	12,470			1,010,110	12,626		
60200	Year End Expend. Reserve	1,955,151	0			1,955,151	0			1,955,151	0		
61030	Debenture Payments	9,525,937	96,074		3,680,000	5,942,011	781,972		2,500,000	4,223,982	566,349		935,000
61032	Debenture Payment-City Hall	-	0			0	0			0	0		
60050	Water	27,727,071	50,127,682	7,606,667	47,119,780	23,128,306	53,553,350	3,446,400	50,309,570	22,925,686	58,259,042	5,361,200	53,630,180
60060	Waste Water (Sewer)	31,376,923	55,622,230	792,070	54,090,400	32,116,683	60,764,473	113,300	59,910,835	32,857,022	67,480,288		66,340,270
<b>Discretionary Reserves Total</b>		<b>163,180,457</b>	<b>119,549,421</b>	<b>20,781,014</b>	<b>116,024,191</b>	<b>145,924,673</b>	<b>130,271,144</b>	<b>15,413,528</b>	<b>119,537,624</b>	<b>141,244,665</b>	<b>144,901,511</b>	<b>14,020,274</b>	<b>125,480,132</b>
<b>Grand Total</b>		<b>559,241,350</b>	<b>185,729,564</b>	<b>77,584,001</b>	<b>119,816,880</b>	<b>349,539,586</b>	<b>203,944,336</b>	<b>93,057,184</b>	<b>123,267,093</b>	<b>337,159,645</b>	<b>220,994,890</b>	<b>88,979,781</b>	<b>129,292,601</b>

Reserve Number	Description	2017 Closing Balance	Contributions	Capital Projects	Expenses	2018 Closing Balance	Contributions	Capital Projects	Expenses	2019 Closing Balance	Contributions	Capital Projects	Expenses
<b>Obligatory Reserves</b>													
60172	Bldg Standards Continuity	28,935,893	9,025,906	103,000	2,806,000	35,052,799	8,691,946		2,805,250	40,939,496	8,834,089		2,815,313
61009	Subdiv. Contrib. Royal Palm	123,746	1,547			125,293	1,566			126,859	1,586		
61010	Subdivider Contributions	4,845,994	60,575			4,906,569	61,332			4,967,901	62,099		
61011	Geodetic Bench	966,644	0			966,644	0			966,644	0		
61012	Tree Replacement Fee	379,222	0	48,882		330,340	0	48,882		281,458	0	48,882	
61013	Greenways - WEA	526,060	0			526,060	0			526,060	0		
61014	Open Space - WEA	15,286	0			15,286	0			15,286	0		
61015	Sewer Camera Inspection	1,526,359	0			1,526,359	0			1,526,359	0		
61016	Catch Basin Repairs	78,000	0			78,000	0			78,000	0		
61020	Recreation Land	46,257,206	571,291	267,800	840,000	45,720,697	564,585	267,800	840,000	45,177,482	557,795	267,800	840,000
61025	Gas Tax Reserve	2,295,876	9,224,567	7,069,650		4,450,793	9,238,766	9,107,670		4,581,889	9,699,069	9,641,795	
61050	Entry Feature 427 / Hwy 7	148,082	1,851			149,933	1,874			151,807	1,898		
61051	Municipal Rds & Infra Grant	274,926	0	340,000		(65,074)	0	0		(65,074)	0		
61052	Investing in Ontario Grant	538,273	0	0		538,273	0	223,300		314,973	0	0	
62010	CWDC - Engineering	94,996,397	33,078,100	16,121,200		111,953,297	33,782,303	40,004,217		105,731,383	34,255,671	40,877,426	
62020	CWDC - Fire	(6,609,103)	1,516,816	1,356,800		(6,449,088)	1,553,081	1,033,200		(5,929,207)	1,586,012	1,280,000	
62040	CWDC - Library Buildings	2,359,908	2,514,496	1,016,025		3,858,380	2,567,437	3,535,683		2,890,134	2,591,047	4,756,950	
62060	CWDC - General Government	(3,748,198)	788,379	207,717		(3,167,536)	811,179	405,000		(2,761,357)	828,842	720,000	
62080	CWDC - Parks Development	16,917,068	9,218,741	4,806,727	52,786	21,276,296	9,411,333	11,759,668		18,927,961	9,568,956	7,001,905	
62090	CWDC - Public Works	382,982	1,339,065	0		1,722,047	1,323,731	9,412,591		(6,366,813)	1,301,415	519,600	
62100	CWDC - Recreation	10,182,126	11,879,066	18,141,300		3,919,891	12,152,098	0		16,071,990	12,313,533	31,504,230	
63070	D8-Rainbow Creek Drainage	3,263,971	40,800			3,304,771	41,310			3,346,081	41,826		
63120	D13-Woodlot Acquisition	118,881	1,486			120,367	1,505			121,871	1,523		
63150	D15-PD#5 W. Wdbridge Waterma	(2,673,103)	(33,414)			(2,706,517)	(33,831)			(2,740,349)	(34,254)		
63153	D18-PD#6 W. Major Mac. Water	(779,803)	(9,748)			(789,550)	(9,869)			(799,420)	(9,993)		
63154	D19-PD#6 E. Rutherford Water	(1,572,559)	(19,657)			(1,592,216)	(19,903)			(1,612,119)	(20,151)		
63155	D20-PD#7 Watermain West	1,760,380	22,005			1,782,385	22,280			1,804,665	22,558		
63158	D23-Dufferin/Teston Sanitary	75,853	948			76,801	960			77,761	972		
63159	D24-Ansley Grove Sanitary	220,486	2,756			223,242	2,791			226,032	2,825		
63160	D25 Zenway/Fogal Sub-Trunk	(4,312,697)	(53,909)			(4,366,605)	(54,583)			(4,421,188)	(55,265)		
63162	D27 Huntington Road Sewer	(4,257,773)	(53,222)			(4,310,995)	(53,887)			(4,364,883)	(54,561)		
<b>Obligatory Reserves Total</b>		<b>193,236,383</b>	<b>79,118,446</b>	<b>49,479,101</b>	<b>3,698,786</b>	<b>219,176,942</b>	<b>80,058,003</b>	<b>75,798,011</b>	<b>3,645,250</b>	<b>219,791,684</b>	<b>81,497,492</b>	<b>96,618,588</b>	<b>3,655,313</b>



Reserve Number	Description	2017 Closing Balance	Contributions	Capital Projects	Expenses	2018 Closing Balance	Contributions	Capital Projects	Expenses	2019 Closing Balance	Contributions	Capital Projects	Expenses
<b>Discretionary Reserves</b>													
60020	Vehicle Replacement	2,377,843	422,132	1,430,700		1,369,275	491,560	2,032,872		(172,038)	567,564	517,255	
60030	Fire Equipment Replacement	3,083,533	1,586,262	75,100		4,594,695	1,602,209	545,893		5,651,011	1,613,883	790,710	
60100	City Playhouse	81,071	16,107			97,178	16,308			113,487	16,512		
60150	Heritage Fund	2,965,767	268,245	0		3,234,012	276,221	0		3,510,233	284,390	0	
60170	Pre 99 -Bldgs. & Facil.	18,318,841	5,461,279	540,750		23,239,369	5,496,333	4,773,097		23,962,605	5,496,506	6,191,896	
60180	Roads Infrastructure	7,031,422	536,716	0		7,568,138	543,425	0		8,111,564	550,218	0	
60186	Streetscapes	2,840,353	839,470			3,679,823	849,963			4,529,786	860,588		
60188	Parks Infrastructure	3,229,327	3,028,158	1,061,049		5,196,435	3,041,459	2,867,100		5,370,794	3,041,770	3,165,975	
60189	Artificial Soccer Turf Reser	800,953	135,793			936,746	137,491			1,074,237	139,209		
60211	ITM Reserve	163,016	1,240,238	1,140,700		262,554	1,241,483	1,140,700		363,336	1,242,742	1,140,700	
60212	Library Material Reserve	84,863	1,869,036	1,839,800		114,099	1,868,534	1,978,600		4,033	1,868,133	1,822,600	
60195	Uplands Capital Improv. Res.	(718,455)	141,538	67,000		(643,917)	142,470	67,000		(568,447)	143,832	0	
60040	Insurance	4,510,313	0			4,510,313	0			4,510,313	0		
60080	Suggestion Program	33,302	0			33,302	0			33,302	0		
60121	Management By Law Reserve	100,705	1,259			101,964	1,275			103,239	1,290		
60130	Election Reserve	1,596,461	465,268		1,200,000	861,729	462,657		148,270	1,176,116	466,587		148,270
60140	Employer Benefit Contributio	23,814,597	297,682			24,112,279	301,403			24,413,683	305,171		
60145	WSIB Claims	1,080,805	88,979			1,169,784	90,091			1,259,875	91,217		
60210	Innovation Reserve	524,442	286,395			810,837	365,667			1,176,504	499,566		
60070	Cemetery	13,342	0			13,342	0			13,342	0		
60085	Garnet A. Williams C.C. Rese	0	0			0	0			0	0		
60090	Industrial Development	29,013	363			29,376	367			29,743	372		
60120	Sale of Public Lands	(8,403,763)	(105,047)			(8,508,810)	(106,360)			(8,615,170)	(107,690)		
60125	Kleinburg Parking Reserve	46,616	583			47,199	590			47,789	597		
60190	Keele Valley Landfill	522,324	6,529			528,853	6,611			535,463	6,693		
60192	City Hall Reserve	13,927	174			14,101	176			14,277	178		
61000	Senior Citizen Bequests	211,556	2,644			214,201	2,678			216,878	2,711		
60000	General Working Capital	14,687,509	181,909		269,589	14,599,829	182,498			14,782,327	184,779		
60010	Tax Rate Stabilization Fund	(0)	(0)			(0)	(0)			(0)	(0)		
60110	Engineering Reserve	(0)	2,078,927		2,078,927	(0)	2,148,141		2,148,141	(0)	2,043,678		2,043,678
60122	Winterization Reserve	4,582,480	57,281			4,639,761	57,997			4,697,758	58,722		
60175	Planning Reserve	1,022,736	12,784			1,035,520	12,944			1,048,464	13,106		
60200	Year End Expend. Reserve	1,955,151	0			1,955,151	0			1,955,151	0		
61030	Debenture Payments	3,855,331	3,303,713		500,000	6,659,044	1,006,285			7,665,329	3,904,587		
61032	Debenture Payment-City Hall	0	0			0	0			0	0		
60050	Water	22,193,348	63,848,589	4,584,200	53,630,180	27,827,557	63,914,858	5,249,617	53,630,180	32,862,618	63,977,796	5,249,617	53,630,180
60060	Waste Water (Sewer)	33,997,039	75,414,284		66,340,270	43,071,053	75,527,709		66,340,270	52,258,492	75,642,552		66,340,270
<b>Discretionary Reserves Total</b>		<b>146,645,770</b>	<b>161,487,290</b>	<b>10,739,299</b>	<b>124,018,966</b>	<b>173,374,795</b>	<b>159,683,041</b>	<b>18,654,879</b>	<b>122,266,861</b>	<b>192,136,096</b>	<b>162,917,261</b>	<b>18,878,754</b>	<b>122,162,398</b>
<b>Grand Total</b>		<b>339,882,154</b>	<b>240,605,735</b>	<b>60,218,400</b>	<b>127,717,752</b>	<b>392,551,737</b>	<b>239,741,043</b>	<b>94,452,890</b>	<b>125,912,111</b>	<b>411,927,779</b>	<b>244,414,753</b>	<b>115,497,342</b>	<b>125,817,711</b>

Reserve Number	Description	2020 Closing Balance	Contributions	Capital Projects	Expenses	2021 Closing Balance	Contributions	Capital Projects	Expenses	2022 Closing Balance	Contributions	Capital Projects	Expenses
<b>Obligatory Reserves</b>													
60172	Bldg Standards Continuity	46,958,273	9,023,876		2,820,891	53,161,258	9,083,986		2,811,863	59,433,380	9,101,042		2,813,329
61009	Subdiv. Contrib. Royal Palm	128,444	1,606			130,050	1,626			131,676	1,646		
61010	Subdivider Contributions	5,029,999	62,875			5,092,874	63,661			5,156,535	64,457		
61011	Geodetic Bench	966,644	0			966,644	0			966,644	0		
61012	Tree Replacement Fee	232,576	0	48,882		183,694	0	48,882		134,812	0	48,882	
61013	Greenways - WEA	526,060	0			526,060	0			526,060	0		
61014	Open Space - WEA	15,286	0			15,286	0			15,286	0		
61015	Sewer Camera Inspection	1,526,359	0			1,526,359	0			1,526,359	0		
61016	Catch Basin Repairs	78,000	0			78,000	0			78,000	0		
61020	Recreation Land	44,627,477	550,920	267,800	840,000	44,070,597	543,959	267,800	840,000	43,506,755	536,911	267,800	840,000
61025	Gas Tax Reserve	4,639,162	9,699,785	9,641,795		4,697,152	10,182,599	10,123,885		4,755,866	10,183,333	10,123,885	
61050	Entry Feature 427 / Hwy 7	153,705	1,921			155,626	1,945			157,572	1,970		
61051	Municipal Rds & Infra Grant	(65,074)	0			(65,074)	0			(65,074)	0		
61052	Investing in Ontario Grant	314,973	0			314,973	0			314,973	0		
62010	CWDC - Engineering	99,109,628	34,941,875	42,427,700		91,623,803	28,497,410	41,220,780		78,900,433	28,113,946	41,448,717	
62020	CWDC - Fire	(5,623,195)	1,636,974	0		(3,986,221)	1,301,981	5,740,000		(8,424,240)	1,271,173	0	
62040	CWDC - Library Buildings	724,230	2,654,343	0		3,378,573	2,106,272	13,773,420		(8,288,575)	2,029,150	0	
62060	CWDC - General Government	(2,652,516)	851,407	585,000		(2,386,109)	692,129	0		(1,693,979)	694,950	0	
62080	CWDC - Parks Development	21,495,012	9,821,019	7,001,905		24,314,126	8,070,787	5,273,541		27,111,372	7,913,300	25,986,270	
62090	CWDC - Public Works	(5,584,998)	1,346,912	0		(4,238,086)	1,059,719	6,213,664		(9,392,031)	924,504	16,051,996	
62100	CWDC - Recreation	(3,118,707)	12,477,509	13,094,100		(3,735,298)	10,193,384	0		6,458,086	10,238,094	0	
63070	D8-Rainbow Creek Drainage	3,387,907	42,349			3,430,255	42,878			3,473,134	43,414		
63120	D13-Woodlot Acquisition	123,395	1,542			124,937	1,562			126,499	1,581		
63150	D15-PD#5 W. Wdbridge Waterma	(2,774,603)	(34,683)			(2,809,285)	(35,116)			(2,844,401)	(35,555)		
63153	D18-PD#6 W. Major Mac. Water	(809,412)	(10,118)			(819,530)	(10,244)			(829,774)	(10,372)		
63154	D19-PD#6 E. Rutherford Water	(1,632,270)	(20,403)			(1,652,673)	(20,658)			(1,673,332)	(20,917)		
63155	D20-PD#7 Watermain West	1,827,223	22,840			1,850,063	23,126			1,873,189	23,415		
63158	D23-Dufferin/Teston Sanitary	78,733	984			79,717	996			80,714	1,009		
63159	D24-Ansley Grove Sanitary	228,858	2,861			231,718	2,896			234,615	2,933		
63160	D25 Zenway/Fogal Sub-Trunk	(4,476,453)	(55,956)			(4,532,409)	(56,655)			(4,589,064)	(57,363)		
63162	D27 Huntington Road Sewer	(4,419,444)	(55,243)			(4,474,687)	(55,934)			(4,530,621)	(56,633)		
<b>Obligatory Reserves Total</b>		<b>201,015,275</b>	<b>82,965,195</b>	<b>73,067,182</b>	<b>3,660,891</b>	<b>207,252,397</b>	<b>71,692,309</b>	<b>82,661,973</b>	<b>3,651,863</b>	<b>192,630,871</b>	<b>70,965,989</b>	<b>93,927,550</b>	<b>3,653,329</b>

Reserve Number	Description	2020 Closing Balance	Contributions	Capital Projects	Expenses	2021 Closing Balance	Contributions	Capital Projects	Expenses	2022 Closing Balance	Contributions	Capital Projects	Expenses
<b>Discretionary Reserves</b>													
60020	Vehicle Replacement	(121,729)	654,029	511,205		21,094	741,143	586,245		175,992	829,016	564,079	
60030	Fire Equipment Replacement	6,474,183	1,613,722	2,462,847		5,625,058	1,608,606	1,583,023		5,650,641	1,616,252	410,885	
60100	City Playhouse	129,999	16,719			146,718	16,928			163,645	17,139		
60150	Heritage Fund	3,794,623	292,755	0		4,087,378	301,321	0		4,388,698	310,092	0	
60170	Pre 99 -Bldgs. & Facil.	23,267,215	5,480,757	7,320,868		21,427,105	5,459,149	7,098,054		19,788,200	5,468,875	2,264,024	
60180	Roads Infrastructure	8,661,782	557,096	0		9,218,878	564,060	0		9,782,938	571,110	0	
60186	Streetscapes	5,390,374	871,345			6,261,719	882,237			7,143,956	893,265		
60188	Parks Infrastructure	5,246,589	3,036,097	3,825,274		4,457,412	3,046,143	639,567		6,863,988	3,064,503	2,515,075	
60189	Artificial Soccer Turf Reser	1,213,446	140,949			1,354,396	142,711			1,497,107	144,495		
60211	ITM Reserve	465,379	1,244,018	1,140,700		568,697	1,245,309	1,140,700		673,306	1,246,617	1,140,700	
60212	Library Material Reserve	49,566	1,868,461	1,861,175		56,852	1,868,462	1,875,544		49,770	1,868,318	1,884,480	
60195	Uplands Capital Improv. Res.	(424,615)	145,630	0		(278,985)	147,450	0		(131,535)	147,848	231,200	
60040	Insurance	4,510,313	0			4,510,313	0			4,510,313	0		
60080	Suggestion Program	33,302	0			33,302	0			33,302	0		
60121	Management By Law Reserve	104,529	1,307			105,836	1,323			107,159	1,339		
60130	Election Reserve	1,494,434	470,566		148,270	1,816,730	467,872		1,224,000	1,060,601	465,143		148,270
60140	Employer Benefit Contributio	24,718,854	308,986			25,027,840	312,848			25,340,688	316,759		
60145	WSIB Claims	1,351,092	92,357			1,443,449	93,512			1,536,961	94,681		
60210	Innovation Reserve	1,676,070	635,617			2,311,686	225,645			2,537,332	190,704		
60070	Cemetery	13,342	0			13,342	0			13,342	0		
60085	Garnet A. Williams C.C. Rese	0	0			0	0			0	0		
60090	Industrial Development	30,115	376			30,492	381			30,873	386		
60120	Sale of Public Lands	(8,722,860)	(109,036)			(8,831,896)	(110,399)			(8,942,294)	(111,779)		
60125	Kleinburg Parking Reserve	48,387	605			48,991	612			49,604	620		
60190	Keele Valley Landfill	542,157	6,777			548,934	6,862			555,795	6,947		
60192	City Hall Reserve	14,456	181			14,636	183			14,819	185		
61000	Senior Citizen Bequests	219,589	2,745			222,334	2,779			225,113	2,814		
60000	General Working Capital	14,967,106	187,089			15,154,195	189,427			15,343,622	191,795		
60010	Tax Rate Stabilization Fund	(0)	(0)			(0)	(0)			(0)	(0)		
60110	Engineering Reserve	(0)	1,707,777		1,707,777	(0)	1,759,010		1,759,010	(0)	1,811,780		1,811,780
60122	Winterization Reserve	4,756,480	59,456			4,815,936	60,199			4,876,136	60,952		
60175	Planning Reserve	1,061,570	13,270			1,074,840	13,435			1,088,275	13,603		
60200	Year End Expend. Reserve	1,955,151	0			1,955,151	0			1,955,151	0		
61030	Debenture Payments	11,569,916	842,350			12,412,265	852,879			13,265,144	863,540		
61032	Debenture Payment-City Hall	0	0			0	0			0	0		
60050	Water	37,960,617	64,041,521	5,249,617	53,630,180	43,122,341	64,106,042	5,249,617	53,630,180	48,348,587	64,171,370	5,249,617	53,630,180
60060	Waste Water (Sewer)	61,560,774	75,758,830		66,340,270	70,979,335	75,876,562		66,340,270	80,515,627	75,995,766		66,340,270
<b>Discretionary Reserves Total</b>		<b>214,012,205</b>	<b>159,942,350</b>	<b>22,371,686</b>	<b>121,826,497</b>	<b>229,756,373</b>	<b>159,882,693</b>	<b>18,172,750</b>	<b>122,953,460</b>	<b>248,512,857</b>	<b>160,254,139</b>	<b>14,260,060</b>	<b>121,930,500</b>
<b>Grand Total</b>		<b>415,027,480</b>	<b>242,907,545</b>	<b>95,438,868</b>	<b>125,487,387</b>	<b>437,008,770</b>	<b>231,575,003</b>	<b>100,834,723</b>	<b>126,605,323</b>	<b>441,143,727</b>	<b>231,220,128</b>	<b>108,187,611</b>	<b>125,583,829</b>

Reserve Number	Description	2023 Closing Balance	Contributions	Capital Projects	Expenses	2024 Closing Balance
	<b>Obligatory Reserves</b>					
60172	Bldg Standards Continuity	65,721,093	9,205,723		2,815,349	72,111,467
61009	Subdiv. Contrib. Royal Palm	133,322	1,667			134,988
61010	Subdivider Contributions	5,220,992	65,262			5,286,254
61011	Geodetic Bench	966,644	0			966,644
61012	Tree Replacement Fee	85,930	0	48,882		37,048
61013	Greenways - WEA	526,060	0			526,060
61014	Open Space - WEA	15,286	0			15,286
61015	Sewer Camera Inspection	1,526,359	0			1,526,359
61016	Catch Basin Repairs	78,000	0			78,000
61020	Recreation Land	42,935,866	529,775	267,800	840,000	42,357,841
61025	Gas Tax Reserve	4,815,315	10,184,077	10,123,885		4,875,506
61050	Entry Feature 427 / Hwy 7	159,541	1,994			161,536
61051	Municipal Rds & Infra Grant	(65,074)	0			(65,074)
61052	Investing in Ontario Grant	314,973	0			314,973
62010	CWDC - Engineering	65,565,662	27,723,185	41,642,464		51,646,383
62020	CWDC - Fire	(7,153,066)	1,275,861	0		(5,877,205)
62040	CWDC - Library Buildings	(6,259,425)	2,037,159	0		(4,222,267)
62060	CWDC - General Government	(999,029)	697,809	0		(301,220)
62080	CWDC - Parks Development	9,038,403	7,744,397	6,791,320		9,991,479
62090	CWDC - Public Works	(24,519,522)	826,441	0		(23,693,082)
62100	CWDC - Recreation	16,696,180	10,283,412	0		26,979,593
63070	D8-Rainbow Creek Drainage	3,516,548	43,957			3,560,505
63120	D13-Woodlot Acquisition	128,080	1,601			129,681
63150	D15-PD#5 W. Wdbridge Waterma	(2,879,956)	(35,999)			(2,915,956)
63153	D18-PD#6 W. Major Mac. Water	(840,146)	(10,502)			(850,648)
63154	D19-PD#6 E. Rutherford Water	(1,694,249)	(21,178)			(1,715,427)
63155	D20-PD#7 Watermain West	1,896,604	23,708			1,920,312
63158	D23-Dufferin/Teston Sanitary	81,723	1,022			82,744
63159	D24-Ansley Grove Sanitary	237,547	2,969			240,517
63160	D25 Zenway/Fogal Sub-Trunk	(4,646,427)	(58,080)			(4,704,507)
63162	D27 Huntington Road Sewer	(4,587,253)	(57,341)			(4,644,594)
<b>Obligatory Reserves Total</b>		<b>166,015,980</b>	<b>70,466,917</b>	<b>58,874,351</b>	<b>3,655,349</b>	<b>173,953,198</b>

Reserve Number	Description	2023 Closing Balance	Contributions	Capital Projects	Expenses	2024 Closing Balance
<b>Discretionary Reserves</b>						
60020	Vehicle Replacement	440,930	918,169	557,202		801,897
60030	Fire Equipment Replacement	6,856,008	1,620,650	2,117,903		6,358,756
60100	City Playhouse	180,785	17,354			198,138
60150	Heritage Fund	4,698,790	319,073	0		5,017,863
60170	Pre 99 -Bldgs. & Facil.	22,993,051	5,438,289	13,567,460		14,863,879
60180	Roads Infrastructure	10,354,048	578,249	0		10,932,298
60186	Streetscapes	8,037,221	904,431			8,941,652
60188	Parks Infrastructure	7,413,416	3,060,284	4,289,047		6,184,652
60189	Artificial Soccer Turf Reser	1,641,602	146,301			1,787,903
60211	ITM Reserve	779,223	1,247,941	1,140,700		886,464
60212	Library Material Reserve	33,609	1,868,263	1,860,950		40,922
60195	Uplands Capital Improv. Res.	(214,887)	148,251	0		(66,636)
60040	Insurance	4,510,313	0			4,510,313
60080	Suggestion Program	33,302	0			33,302
60121	Management By Law Reserve	108,498	1,356			109,854
60130	Election Reserve	1,377,475	469,104		148,270	1,698,309
60140	Employer Benefit Contributio	25,657,446	320,718			25,978,164
60145	WSIB Claims	1,631,642	95,864			1,727,506
60210	Innovation Reserve	2,728,036	62,275			2,790,311
60070	Cemetery	13,342	0			13,342
60085	Garnet A. Williams C.C. Rese	0	0			0
60090	Industrial Development	31,259	391			31,649
60120	Sale of Public Lands	(9,054,073)	(113,176)			(9,167,249)
60125	Kleinburg Parking Reserve	50,224	628			50,852
60190	Keele Valley Landfill	562,743	7,034			569,777
60192	City Hall Reserve	15,005	188			15,192
61000	Senior Citizen Bequests	227,927	2,849			230,776
60000	General Working Capital	15,535,417	194,193			15,729,610
60010	Tax Rate Stabilization Fund	(0)	(0)			(0)
60110	Engineering Reserve	(0)	1,811,780		1,811,780	(0)
60122	Winterization Reserve	4,937,087	61,714			4,998,801
60175	Planning Reserve	1,101,879	13,773			1,115,652
60200	Year End Expend. Reserve	1,955,151	0			1,955,151
61030	Debenture Payments	14,128,684	874,334			15,003,018
61032	Debenture Payment-City Hall	0	0			0
60050	Water	53,640,161	64,237,515	5,249,617	53,630,180	58,997,879
60060	Waste Water (Sewer)	90,171,123	76,116,460		66,340,270	99,947,313
<b>Discretionary Reserves Total</b>		<b>272,576,435</b>	<b>160,424,256</b>	<b>28,782,879</b>	<b>121,930,500</b>	<b>282,287,312</b>
<b>Grand Total</b>		<b>438,592,415</b>	<b>230,891,173</b>	<b>87,657,230</b>	<b>125,585,849</b>	<b>456,240,510</b>

CWDC - Engineering Reserve Forecast

Forecasted DC		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments			54,112,404	67,512,573	75,476,428	94,996,397	111,953,297	105,731,382	99,109,628	91,623,803	78,900,433	65,565,662
Engineering DC		83,763,694										
Commitments		(54,596,399)										
Collections		4,448,337										
Anticipated		14,284,753	25,659,769	29,551,975	30,547,281	31,792,698	32,430,224	32,983,366	33,757,196	27,438,254	27,216,641	26,995,160
Collection Spend		18,733,090	25,659,769	29,551,975	30,547,281	31,792,698	32,430,224	32,983,366	33,757,196	27,438,254	27,216,641	26,995,160
Expenses		6,212,019										
Interest			755,435	888,130	1,058,837	1,285,402	1,352,079	1,272,304	1,184,680	1,059,157	897,305	728,025
Project Submissions		-	(13,015,035)	(22,476,250)	(12,086,150)	(16,121,200)	-	-	-	-	-	-
Project Forecasts			-	-	-	-	(40,004,217)	(40,877,426)	(42,427,700)	(41,220,780)	(41,448,717)	(41,642,464)
Closing balance		54,112,404	67,512,573	75,476,428	94,996,397	111,953,297	105,731,382	99,109,628	91,623,803	78,900,433	65,565,662	51,646,383
Project Submissions:												
Number	Description	Ward										
1332-0-00	Bass Pro Mills Interchange	Ward 4	133,900									
CD-1959-15	Traffic Signal Installation - Chrislea Road and Northview Boulevardd	Ward 3	232,300									
CD-2006-15	Major Mackenzie Drive Streetscape - Phase 1b City Hall Campus	Ward 1	82,480									
CD-2009-15	Traffic Signal Installation - McNaughton Road and Troon Avenue / Rodinea Road	Ward 4	232,300									
CD-2010-15	Traffic Signal Installation - Colossus Drive and Famous Avenue	Ward 4	247,750									
CO-0082-15	VMC Development Implementation Project	City-Wide	947,564									
DE-7098-15	Pedestrian and Bicycle Network Implementation Program	City-Wide	305,910	246,170	250,000							
DE-7104-15	TMP Education, Promotion, Outreach and Monitoring	City-Wide	77,250	77,250	77,250							
DE-7108-15	School Travel Planning Measures	City-Wide	51,500	51,500	51,500							
DE-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	Ward 1	2,020,825	2,020,825	2,020,825	2,020,825						
DE-7125-15	OPA 620 (Steeles West) East - West Collector Road	Ward 4	400,000									
DE-7138-15	Block 55 PD-KN Watermain Servicing	Ward 1	2,000,000	2,104,900	2,104,900	2,104,900						
DE-7144-15	Woodbridge Core Area - Functional Servicing Strategy	City-Wide	120,000									
DE-7145-15	Huntington Road Watermain (Rutherford Rd. to Trade Valley Dr.)	Ward 1	1,250,100									
DE-7146-15	VMC Maplecrete Road Watermain Crossing at Highway 7	Ward 4	155,200									
DE-7149-15	Major Mackenzie PD6 West Watermain	City-Wide	123,600									
DE-7151-15	Huntington Road Reconstruction, Highway 7 to Langstaff Road	Ward 2	1,700,000		729,000							
DE-7156-15	New Community Areas Transportation Study (Block 27 and 41)	Ward 1, Ward 3, Ward 4	515,000									
DE-7158-15	Concord GO Secondary Plan Feasibility Study (Minor Collector Connection to Bowes Road)	Ward 4, Ward 5	103,000									
DE-7160-15	Vaughan Metropolitan Centre (VMC) - Utility Servicing Master PlanStrategy	Ward 4	154,000									
DI-0075-15	Development Charges Background Studies - City-Wide Preliminary andNew SACs	City-Wide	37,500		112,500							
DP-9529-13	Design Review Panel Administration	City-Wide	20,394									
DP-9542-15	Islington Avenue Streetscape Phase 1	Ward 1	140,061									
DP-9543-15	Centre Street Design and Construction Phase 1	Ward 5	124,423									
DP-9544-15	Streetscape for Concord West by York Region - Highway 7 and KeeleStreet	Ward 4	211,898									
DP-9545-15	Vaughan Healthcare Centre Precinct Streetscape Phase 1	Ward 1	1,628,080									
CD-1930-16	Sidewalk on Keele Street - McNaughton Road to Teston Road	Ward 4		37,080		148,320						
CD-1931-16	Sidewalk on Keele Street - Kirby Road to Peak Point Blvd	Ward 1		20,600		82,400						
CD-1957-16	Cycle Path Works on Islington Avenue - Rutherford Rd to Wycliffe Aveve.	Ward 2		123,600								
CD-1978-16	Active Transportation Facility on Pine Valley Drive - Steeles Ave W to Langstaff RdW to Langstaff Rd	Ward 2, Ward 3		56,650	770,440							
CD-1979-16	Sidewalk on Bathurst Street - North Park Rd to New Westminster Dr	Ward 5		56,650								
CD-1980-16	Sidewalk on Weston Road - Major Mackenzie Drive to Greenbrooke Driveve	Ward 3		45,320	362,560							
CD-1984-16	Sidewalk and Street Lighting on Keele Street - Langstaff Road to Rutherford RoadRutherford Road	Ward 1, Ward 4		84,975	594,825							
CD-2005-16	Street Lighting on Teston Road - Hwy 400 to Weston Road	Ward 1		56,650	186,945							
CD-2007-16	Sidewalk and Street Lighting on Major Mackenzie Drive by York Region - Phase 2on - Phase 2	Ward 1, Ward 2		1,472,900								
CD-2008-16	Sidewalk on Highway 27 by York Region - Royalpark Way to Martin Grove Road	Ward 2		241,400								
DE-7113-16	Municipal Class EA OPA 637 - Highway 400 Interchange Connections	Ward 1		247,200								
DE-7114-16	Portage Parkway - Applewood to Jane/ Detailed Design	Ward 4		428,480								
DE-7124-16	Block 61 CP Railway Pedestrian Crossing	Ward 1		482,600	3,217,300							
DE-7134-16	Huntington Road Construction - Langstaff Road to Rutherford Road	Ward 2		2,429,000								
DE-7137-16	Block 61 Valley Corridor Crossings	Ward 1		4,242,400								
DE-7139-16	Storm Drainage and Storm Water Management Master Plan Update	City-Wide		786,100								
DE-7141-16	Transportation Master Plan Update	City-Wide		786,100								
DE-7142-16	Water / Wastewater Master Plan Update	City-Wide		786,100								
DT-7120-13	Black Creek Renewal	Ward 4		4,000,000		11,764,755						
DT-7121-13	Vaughan Metropolitan Centre NE Storm Water Management Pond	Ward 4		500,000	1,213,805							
EN-1960-13	Sidewalk on Weston Road - Steeles Avenue West to Rutherford Road	Ward 3		515,000								
EN-1972-13	Active Transportation Facility and Streetlighting on Dufferin Street - Kirby Road to Teston Road	Ward 1		576,800								
CD-1991-17	Traffic Signal Installation - Interchange Way and Interchange Way	Ward 4			232,300							
DP-9526-17	Yonge Street / Steeles Corridor Urban Design Streetscape & Open Space Masterplan	Ward 5			162,000							

CWDC - Engineering Reserve Forecast

Forecasted DC		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments												
	Engineering DC	83,763,694	54,112,404	67,512,573	75,476,428	94,996,397	111,953,297	105,731,382	99,109,628	91,623,803	78,900,433	65,565,662
	Commitments	(54,596,399)										
	Collections	4,448,337										
	Anticipated	14,284,753	25,659,769	29,551,975	30,547,281	31,792,698	32,430,224	32,983,366	33,757,196	27,438,254	27,216,641	26,995,160
	Collection Spend	18,733,090	25,659,769	29,551,975	30,547,281	31,792,698	32,430,224	32,983,366	33,757,196	27,438,254	27,216,641	26,995,160
	Expenses	6,212,019										
	Interest		755,435	888,130	1,058,837	1,285,402	1,352,079	1,272,304	1,184,680	1,059,157	897,305	728,025
	Project Submissions	-	(13,015,035)	(22,476,250)	(12,086,150)	(16,121,200)	-	-	-	-	-	-
	Project Forecasts		-	-	-	-	(40,004,217)	(40,877,426)	(42,427,700)	(41,220,780)	(41,448,717)	(41,642,464)
Closing balance		54,112,404	67,512,573	75,476,428	94,996,397	111,953,297	105,731,382	99,109,628	91,623,803	78,900,433	65,565,662	51,646,383
	Project Submissions		13,015,035	22,476,250	12,086,150	16,121,200	-	-	-	-	-	-
	Forecast						40,004,217	40,877,426	42,427,700	41,220,780	41,448,717	41,642,464
Engineering - DC Reserve Balance			67,512,573	75,476,428	94,996,397	111,953,297	105,731,382	99,109,628	91,623,803	78,900,433	65,565,662	51,646,383

CWDC - Fire Reserve Forecast

Forecasted DC												
2014			2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments			(3,190,656)	(2,585,405)	(5,991,167)	(6,609,103)	(6,449,087)	(5,929,206)	(5,623,194)	(3,986,221)	(8,424,239)	(7,153,066)
Fire DC			(79,286)									
Commitments			(3,039,874)									
Collections			672,459									
Anticipated			210,352	1,289,677	1,485,302	1,535,327	1,597,922	1,629,965	1,657,766	1,696,659	1,379,065	1,356,795
Collection Spend			882,811	644,839	742,651	767,663	798,961	814,982	828,883	848,330	689,533	683,963
Expenses			(954,307)									
Interest				(35,876)	(53,271)	(78,263)	(81,107)	(76,884)	(71,754)	(59,686)	(77,084)	(96,753)
Project Submissions				(648,550)	(4,837,794)	(2,075,000)	(1,356,800)	(1,033,200)	-	-	-	-
Project Forecasts				-	-	-	-	-	(1,280,000)	-	(5,740,000)	-
Closing balance			(3,190,656)	(2,585,405)	(5,991,167)	(6,609,103)	(6,449,087)	(5,929,206)	(5,623,194)	(3,986,221)	(8,424,239)	(7,153,066)
Project Submissions:												
Number	Description	Ward										
FR-3583-15	Reposition Stn 74 Kleinburg Land	Ward 1	648,550									
FR-3573-16	Command Vehicle	City-Wide		60,000								
FR-3578-16	Fire Prevention Vehicle	City-Wide		40,000								
FR-3582-16	Reposition Stn 74 Kleinburg Build and Design	Ward 1		4,062,794								
FR-3617-16	Station #74 Engine Purchase	Ward 1		675,000								
FR-3606-17	Station 76 Aerial Purchase	Ward 4			1,300,000							
FR-3609-17	Expand Crew Quarters Station 76	Ward 4			360,000							
FR-3618-17	Station #74 Equipment for Firefighter Purchase	Ward 1			125,000							
FR-3619-17	Engine #74 Equipment Purchase	Ward 1			120,000							
FR-3626-17	Station #74 Furniture and Equipment	Ward 1			170,000							
FR-3581-18	Purchase Land for New Station 7-11	Ward 1				1,111,800						
FR-3607-18	Aerial 76 Equipment Purchase	Ward 4				120,000						
FR-3608-18	Station 76 Equipment for Firefighter Purchase	Ward 4				125000						
FR-3575-19	Station #78 Engine Purchase	Ward 5					667,300					
FR-3576-19	Engine # 78 Equipment Purchase	Ward 5					242,800					
FR-3577-19	Station #78 Equipment for Firefighters Purchase	Ward 5					123,100					
DC-2016	New Heavy Duty Fire Engine (Stn 7-7)							675,000				
DC-2016	Equipment for New Heavy Duty Fire Engine (Stn 7-7)							120,000				
DC-2016	Fire Fighter Equipment (Stn 7-7)							125,000				
DC-2016	Building - 1,200 sqft addition (Stn 7-7)							360,000				
DC-2017	Construction - 9,300 sqft (Stn 7-11)									4,650,000		
DC-2017	Furniture and Equipment (Stn 7-11)									170,000		
DC-2017	Heavy Duty Fire Engine (Stn 7-11)									675,000		
DC-2017	Equipment New Heavy Duty Fire Engine (Stn 7-11)									120,000		
DC-2017	Fire Fighter Equipment (Stn 7-11)									125,000		
Project Submissions			648,550	4,837,794	2,075,000	1,356,800	1,033,200	-	-	-	-	-
Forecast			-	-	-	-	-	1,280,000	-	5,740,000	-	-
Fire - DC Reserve Balance			(2,585,405)	(5,991,167)	(6,609,103)	(6,449,087)	(5,929,206)	(5,623,194)	(3,986,221)	(8,424,239)	(7,153,066)	(5,877,205)



CWDC - General Government Reserve Forecast

Forecasted DC			2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments				(4,133,648)	(4,381,063)	(3,966,619)	(3,748,198)	(3,167,536)	(2,761,357)	(2,652,515)	(2,386,108)	(1,693,979)	(999,029)
	Management Studies DC		(1,812,049)										
	Commitments		(2,282,153)										
	Collections		324,770										
	Anticipated		112,353	670,967	772,742	798,768	831,334	848,004	862,468	882,703	717,471	711,677	705,885
	Collection Spend		437,123	670,967	772,742	798,768	831,334	848,004	862,468	882,703	717,471	711,677	705,885
	Expenses		(476,569)	(174,903)	(62,683)	(62,683)							
	Interest			(52,886)	(51,849)	(47,918)	(42,955)	(36,825)	(33,627)	(31,296)	(25,342)	(16,727)	(8,076)
	Project Submissions			(690,592)	(243,767)	(469,746)	(207,717)	-	-	-	-	-	-
	Project Forecasts			-	-	-	-	(405,000)	(720,000)	(585,000)	-	-	-
	Closing Balance		(4,133,648)	(4,381,063)	(3,966,619)	(3,748,198)	(3,167,536)	(2,761,357)	(2,652,515)	(2,386,108)	(1,693,979)	(999,029)	(301,220)
Project Submissons:													
Number	Description	Ward											
BS-1006-15	Zoning Bylaw Review	City-Wide	139,050	243,767	243,767	207,717	-						
BY-2518-13	Animal Shelter Lease Hold Improvements	City-Wide	39,300				-						
CO-0082-15	VMC Development Implementation Project	City-Wide	249,282				-						
DI-0075-15	Development Charges Background Studies - City-Wide Preliminary andNew SACs	City-Wide	33,750		101,250		-						
DP-9525-15	Vaughan Mills Urban Design Streetscape & Open Space Master Plan	Ward 4	117,000				-						
DP-9536-15	Building Pedestrian Level Wind Study Impact-Software	City-Wide	45,000				-						
ES-2521-15	Community Sustainability and Environmental Master Plan Renewal	City-Wide	44,035				-						
PK-6523-15	Off Leash Dog Park-Community Consultation	City-Wide	23,175				-						
PK-6433-17	Active Together Master Plan 5 year update	City-Wide				124,729	-						
DC-2021	DC Study Including Associated Studies									180,000			
DC-2015	Five Year Official Plan Review												
DC-2020	Five Year Official Plan Review								315,000				
	Various Growth Studies							405,000	405,000	405,000			
										</			

CWDC - Recreation Reserve Forecast

Forecasted DC		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments			42,170,580	48,965,801	30,782,122	10,182,126	3,919,892	16,071,990	(3,118,707)	(3,735,297)	6,458,086	16,696,180
	Recreation DC	38,857,043										
	Commitments	(3,645,028)										
	Collections	4,372,476										
	Anticipated	2,674,811	9,516,856	10,960,422	11,329,568	11,791,476	12,027,925	12,233,078	12,520,081	10,176,472	10,094,279	10,012,134
	Collection Spend	7,047,287	9,516,856	10,960,422	11,329,568	11,791,476	12,027,925	12,233,078	12,520,081	10,176,472	10,094,279	10,012,134
	Expenses	(88,722)										
	Interest		566,064	495,329	254,436	87,590	124,173	80,455	(42,571)	16,912	143,815	271,278
	Project Submissions		(3,287,700)	(29,589,300)	-	-	-	-	-	-	-	-
	Project Forecasts		-	(50,130)	(32,184,000)	(18,141,300)	-	(31,504,230)	(13,094,100)	-	-	-
	Closing balance	42,170,580	48,965,801	30,782,122	10,182,126	3,919,892	16,071,990	(3,118,707)	(3,735,297)	6,458,086	16,696,180	26,979,593
Project Submissions:												
Number	Description	Ward										
BF-8378-15	Carrville Community Centre	Ward 4	3,287,700	29,589,300								
DC-2016	Block 40/41/42 Community Centre - Study			50,130								
DC-2017	Block 40/41/42 Community Centre - Land				14,042,700							
DC-2017	Block 40/41/42 Community Centre - Construction				18,141,300							
DC-2018	Block 40/41/42 Community Centre - Construction					18,141,300						
DC-2017	Vaughan Metropolitan Centre - Land							18,360,000				
DC-2019	Vaughan Metropolitan Centre - Study							50,130				
DC-2020	Vaughan Metropolitan Centre - Construction							13,094,100				
DC-2021	Vaughan Metropolitan Centre - Construction								13,094,100			
	Project Submissions		3,287,700	29,589,300	-	-	-	-	-	-	-	-
	Forecast		-	50,130	32,184,000	18,141,300	-	31,504,230	13,094,100	-	-	-
Recreation - DC Reserve Balance			48,965,801	30,782,122	10,182,126	3,919,892	16,071,990	(3,118,707)	(3,735,297)	6,458,086	16,696,180	26,979,593

CWDC - Library Building and Material Reserves Forecast

Forecasted DC		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments			3,840,970	2,221,275	677,657	2,359,909	3,858,380	2,890,134	724,231	3,378,574	(8,288,575)	(6,259,425)
	Library Buildings	21,233,855										
	Commitments	(18,182,920)										
	Collections	1,475,458										
	Anticipated	601,267	1,998,268	2,301,376	2,378,886	2,475,873	2,525,521	2,568,597	2,628,859	2,136,769	2,119,510	2,102,262
	Collection Spend	2,076,725	1,998,268	2,301,376	2,378,886	2,475,873	2,525,521	2,568,597	2,628,859	2,136,769	2,119,510	2,102,262
	Expenses	(1,286,690)										
	Interest		37,654	18,006	18,867	38,623	41,916	22,449	25,483	(30,497)	(90,360)	(65,104)
	Project Submissions		(3,655,617)	(3,863,000)	(715,500)	(1,016,025)	(3,535,683)	-	-	-	-	-
	Project Forecasts		-	-	-	-	-	(4,756,950)	-	(13,773,420)	-	-
Closing Balance		3,840,970	2,221,275	677,657	2,359,909	3,858,380	2,890,134	724,231	3,378,574	(8,288,575)	(6,259,425)	(4,222,266)
Project Submissions:												
Number	Description	Ward										
LI-4521-15	Carrville BL 11 Land	Ward 4	350,100									
LI-4522-15	Carrville BL11 - Consulting Design/Construction	Ward 4	318,300	2,809,900								
LI-4539-14	Vellore Village South BL 39 - Consulting/Design/Construction	Ward 3	2,649,717									
LI-4540-15	Vellore Village South BL39 - Resource Materials	Ward 3	337,500									
LI-4516-16	Carrville Block 11- Resource Material	Ward 4		337,500	337,500							
LI-4541-16	Vellore Village South BL 36 - Furniture and Equipment	Ward 3		236,300								
LI-4542-16	Vellore Village South BL39 - Communications and Hardware	Ward 3		141,800								
LI-4518-17	Carrville BL11 - Furniture and Equipment	Ward 4			236,250							
LI-4524-17	Carrville Community Library - Communications and Hardware	Ward 4			141,750							
LI-4525-17	Vellore Village North Community Library	Ward 3				318,300	2,809,958					
LI-4526-17	Vellore Village North Community Library - Land	Ward 3				350,100						
LI-4546-13	Vellore Villiage North Community Library - Resource Materials	Ward 3				347,625	347,625					
LI-4544-13	Vellore Village North Community Library - Furniture and Equipment	Ward 3					236,300					
LI-4545-13	Vellore Villiage North Community Library - Communication and Hardware	Ward 3					141,800					
DC-2020	VMC Resource Library - Land							3,060,000				
DC-2020	VMC Resource Library - Studies and Design							341,190				
DC-2020	VMC Resource Library - Resources							1,355,760				
DC-2021	VMC Resource Library - Construction									10,671,660		
DC-2021	VMC Resource Library - Furniture and Equipment									1,746,000		
DC-2021	VMC Resource Library - Resources									1,355,760		
Project Submissions Forecast			3,655,617	3,863,000	715,500	1,016,025	3,535,683	-	-	-	-	-
			-	-	-	-	-	4,756,950	-	13,773,420	-	-
Library Building - DC Reserve Balance			2,221,275	677,657	2,359,909	3,858,380	2,890,134	724,231	3,378,574	(8,288,575)	(6,259,425)	(4,222,266)

## CWDC - Parks Development Reserve Forecast

Forecasted DC		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments												
	Parks DC	24,628,101	19,713,442	16,649,735	18,188,328	16,917,069	21,276,296	18,927,962	21,495,013	24,314,127	27,111,373	9,038,403
	Commitments	(8,795,968)										
	Collections	3,278,304	7,248,948	8,348,505	8,629,682	8,981,515	9,161,617	9,317,882	9,536,490	7,751,374	7,688,768	7,626,199
	Anticipated	2,018,717										
	Collection Spend	5,297,021	7,248,948	8,348,505	8,629,682	8,981,515	9,161,617	9,317,882	9,536,490	7,751,374	7,688,768	7,626,199
	Expenses	(1,415,712)	(52,786)	(52,786)	(52,786)	(52,786)						
	Interest		225,858	216,385	218,046	237,226	249,716	251,074	284,529	319,413	224,533	118,198
	Project Submissions		(10,485,727)	(6,973,511)	(10,066,201)	(4,806,727)	(11,759,668)	-	-	-	-	-
	Project Forecasts		-	-	-	-	-	(7,001,905)	(7,001,905)	(5,273,541)	(25,986,270)	(6,791,320)
Closing balance		19,713,442	16,649,735	18,188,328	16,917,069	21,276,296	18,927,962	21,495,013	24,314,127	27,111,373	9,038,403	9,991,480
Project Submissions:												
Number	Description	Ward										
BF-8378-15	Carrville Community Centre and District Park	Ward 4	133,583	1,214,396								
CO-0082-15	VMC Development Implementation Project	City-Wide	209,923									
PK-6287-16	UV2-D1 - Block 18 District Park Development	Ward 4		619,852	5,512,653							
PK-6305-15	North Maple Regional Park Phase I Construction	Ward 1	3,939,750									
PK-6308-18	UV1-N25 - Block 40 Neighbourhood Park Design & Construction	Ward 3				1,080,925						
PK-6309-19	UV1-N28 - Block 40 Neighbourhood Park Design and Construction	Ward 3					563,318					
PK-6310-18	UV1-N29 - Block 47 Neighbourhood Park Design & Construction	Ward 1				1,166,378						
PK-6347-18	LP-N6 Block 12 Linear Park- Design and Construction	Ward 4				138,967						
PK-6348-19	LP-N9 Block 12 Linear Park	Ward 4					160,450					
PK-6357-15	Agostino Park - Expansion Design & Construction	Ward 4	472,835									
PK-6365-15	UV1-D4 - Block 40 District Park Construction	Ward 3	3,208,185									
PK-6398-19	VMC30-6 - Block 30 Urban Square Design and Construction	Ward 4					500,942					
PK-6401-16	61W-N2 - Block 61 Neighbourhood Park Design and Construction	Ward 1		468,847								
PK-6402-19	61W-S7 - Block 61 Urban Square Design and Construction	Ward 1					267,800					
PK-6414-18	UV1-S1 - Block 40 Urban Square Design and Construction	Ward 3				513,868						
PK-6424-19	61W-N3 - Block 61 Neighbourhood Park Design and Construction	Ward 1					575,127					
PK-6425-19	61W-G8 - Block 61 Greenway Park Design and Construction	Ward 1					671,639					
PK-6426-19	CC11-P2 - Block 11 Carville Centre Parkette Design and Construction	Ward 4					167,762					
PK-6428-19	VMC29-1 - Block 29 Neighbourhood Park Design and Construction	Ward 4					547,774					
PK-6429-19	VMC29-10 - Block 29 Urban Square Design and Construction	Ward 4					326,487					
PK-6430-17	VMC30-7 -Block 30 VMC Park Design and Construction	Ward 4			1,050,469							
PK-6432-19	61E-P4 - Block 61 Parkette Design and Construction	Ward 1					136,760					
PK-6445-19	KA-P4 Kipling Avenue Area Parkette	Ward 2					118,480					
PK-6446-19	KA-N1- Kipling Avenue area Neighbourhood Park Design and Construction	Ward 2					609,850					
PK-6447-19	KA-P2 Kipling Avenue Area Parkette	Ward 2					152,236					
PK-6448-19	KA-P3 Kipling Avenue Area Parkette	Ward 2					183,362					
PK-6449-19	VMC29-13 - Block 29 Park Design and Construction	Ward 4					1,665,752					
PK-6450-19	Y51-N2 - Block 1 Neighbourhood Park Design and Construction	Ward 5					766,577					
PK-6451-19	Y51-P1 Block 1 Parkette Design and Construction	Ward 5					161,552					
PK-6455-15	UV2-N19 - Block 12 Neighbourhood Park Design and Construction	Ward 4	1,387,993									
PK-6456-18	61W-N4 - Block 61 Neighbourhood Park Design and Construction	Ward 1				830,349						
PK-6457-19	UV1-N30 - Block 47 Neighbourhood Park Design and Construction	Ward 1					430,480					
PK-6496-15	CC17-P3 Block 17 Parkette-Design and Construction	Ward 4	89,072									
PK-6497-15	KA-S5 Block 51- Public Square- Design and Construction	Ward 2	260,236									
PK-6498-16	WVEA59-D1 Block 59 District Park-Design and Construction	Ward 2		4,670,416								
PK-6499-18	CC11-N1(Carrville District Centre) Neighbourhood Park Design	Ward 4				1,076,240						
PK-6500-15	WP13 Block 52 Neighbour Park-Design and Construction	Ward 2	214,551									
PK-6521-15	MS1 Block 19 Neighbourhood Park Design and Construction	Ward 4	361,924									
PK-6522-15	MS2 Block 19 Neighbourhood Park Design and Construction	Ward 4	207,675									
PK-6524-17	WVEA Block 59 Sports Field-Design and Construction	Ward 2			2,467,674							
RP-1972-17	Public Works and Parks Operations Yard Expansion and Upgrade Strategy	Ward 2			1,035,405		3,753,320					
	Future Parks Projects							6,731,905				
	Future Parks Projects								6,731,905			
	Future Parks Projects							270,000				
	Future Parks Projects								270,000			
	Post - 2021											

CWDC - Parks Development Reserve Forecast

Forecasted DC		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments			19,713,442	16,649,735	18,188,328	16,917,069	21,276,296	18,927,962	21,495,013	24,314,127	27,111,373	9,038,403
	Parks DC	24,628,101										
	Commitments	(8,795,968)										
	Collections	3,278,304	7,248,948	8,348,505	8,629,682	8,981,515	9,161,617	9,317,882	9,536,490	7,751,374	7,688,768	7,626,199
	Anticipated	2,018,717										
	Collection Spend	5,297,021	7,248,948	8,348,505	8,629,682	8,981,515	9,161,617	9,317,882	9,536,490	7,751,374	7,688,768	7,626,199
	Expenses	(1,415,712)	(52,786)	(52,786)	(52,786)	(52,786)						
	Interest		225,858	216,385	218,046	237,226	249,716	251,074	284,529	319,413	224,533	118,198
	Project Submissions		(10,485,727)	(6,973,511)	(10,066,201)	(4,806,727)	(11,759,668)	-	-	-	-	-
	Project Forecasts		-	-	-	-	-	(7,001,905)	(7,001,905)	(5,273,541)	(25,986,270)	(6,791,320)
Closing balance		19,713,442	16,649,735	18,188,328	16,917,069	21,276,296	18,927,962	21,495,013	24,314,127	27,111,373	9,038,403	9,991,480
Project Submissions:												
Number	Description	Ward										
	Future Parks Projects									5,273,541		
	Future Parks Projects										15,022,740	
	Future Parks Projects											6,791,320
	Future Parks Projects											
	Yard Projects											
	Dufferin Yard										10,963,530	
	New North Satellite Yard											
	Project Submissions		10,485,727	6,973,511	10,066,201	4,806,727	11,759,668	-	-	-	-	-
	Forecast		-	-	-	-	-	7,001,905	7,001,905	5,273,541	25,986,270	6,791,320
Parks - DC Reserve Balance			16,649,735	18,188,328	16,917,069	21,276,296	18,927,962	21,495,013	24,314,127	27,111,373	9,038,403	9,991,480

## CWDC - Public Works/Fleet Reserve Forecast

[illegible]

### Infrastructure-Buildings Facilities Reserve Forecast

Forecasted Infrastructure		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments			12,028,188	11,266,223	13,683,087	18,318,840	23,239,368	23,962,605	23,267,215	21,427,105	19,788,199	22,993,050
	B&F Infrastructure	17,118,584										
	Commitments	(6,918,201)										
	Collections	2,897,123	2,784,844	3,496,696	5,203,153	5,203,153	5,203,153	5,203,153	5,203,153	5,203,153	5,203,153	5,203,153
	Expenses	(1,069,318)										
	Interest		144,686	154,965	198,770	258,126	293,180	293,353	277,604	255,996	265,722	235,136
	Project Submissions		(3,691,495)	(1,234,796)	(766,170)	(540,750)	(309,000)	-	-	-	-	-
	Forecast (Citywide)						(4,464,097)	(6,191,896)	(7,320,868)	(7,098,054)	(2,264,024)	(13,567,460)
	Closing balance	12,028,188	11,266,223	13,683,087	18,318,840	23,239,368	23,962,605	23,267,215	21,427,105	19,788,199	22,993,050	14,863,879
Project Submissions:												
Number	Description	Ward										
BF-8407-15	Al Palladini Community Centre - East Side - Island - Concrete Curb Replacements	Ward 2	52,406									
BF-8408-15	Al Palladini Community Centre - Patio Deck Concrete Replacement	Ward 2	39,829									
BF-8425-15	Al Palladini Community Centre Painting East and West Arenas	Ward 2	84,460									
BF-8428-15	JOC - Rooftop Replacements	Ward 1	61,800									
BF-8429-15	Dufferin Clark Community Centre - Boiler Replacements	Ward 5	61,800									
BF-8430-15	Garnet A Williams Community Centre - Boiler Replacements	Ward 5	82,400									
BF-8432-15	Rosemount Community Centre - Boiler System Upgrades	Ward 5	82,400									
BF-8433-15	Al Palladini Community Centre - Boiler Replacements	Ward 2	82,400									
BF-8434-15	Maple Community Centre - Boiler Replacements	Ward 1	82,400									
BF-8435-15	Woodbridge Pool & Arena - Rooftop Replacements	Ward 2	51,500									
BF-8436-13	Security Camera & Equipment Replacements	City-Wide	87,550									
BF-8462-15	Father Ermano Bulfon CC Outdoor Rink-Refrigeration Plant Equipment Replacement	Ward 2	149,350									
BF-8463-15	Al Palladini CC Refrigeration Plant Equipment Replacement	Ward 2	334,750									
BF-8470-15	All Facilities - Designated Substance Audits (approx. 85 facilities in total)s in total)	City-Wide	337,050									
BF-8472-15	Garnet A. Williams C.C. - Upgrade option study	Ward 5	56,650									
BF-8473-15	Bathurst Clark Library - Parking Lot Redesign & Resurface	Ward 5	401,700									
BF-8474-15	Dufferin Clark C.C. - Replace roof shingles	Ward 5	61,800									
BF-8475-15	Father Ermano Bulfon CC Outdoor Rink - Replace Doors, Modify Concrete Pads, Relocate Ex. Servicesete Pads, Relocate	Ward 2	61,800									
BF-8476-15	Building upgrades to meet AODA Requirements	City-Wide	309,000	309,000	309,000	309,000	309,000					
BF-8479-15	Kleinburg United Church Renovation	Ward 1	980,200									
LI-4547-13	Bathurst Clark Resource Library - Main Bathroom Renovations	Ward 5	50,000									
RE-9503-13	Fitness Centre Equipment Replacement	City-Wide	180,250	231,750	231,750	231,750						
BF-8278-16	Chancellor Community Centre - Gym Locker Replacements	Ward 3	37,900									
BF-8297-16	JOC - Retrofit Fire Department Training Area Washrooms	Ward 1	73,600									
BF-8329-16	Al Palladini Community Centre Arena Benches Capping	Ward 2	46,400									
BF-8399-16	Maple Community Centre - Outdoor Courtyard Refurbishment	Ward 1	90,846									
BF-8404-16	Woodbridge Arena - Replace Arena Boards	Ward 2	118,750									
BF-8423-16	Al Palladini Community Centre New Score Clock for East Arena Centre Icee Icee	Ward 2	77,250									
BF-8478-16	Garnet A. Williams C.C. - Building Automation System Replacement	Ward 5	136,000									
BF-8481-16	Fire Station 7-3 - Ex. Fuel Tank Removal	Ward 2	61,800									
BF-8496-16	Maple Community Center Arena Header Replacement	Ward 1	51,500									
BF-8405-17	Garnet Williams - Renovate Pool Changerooms	Ward 5			157,220							
EP-0071-17	Primary and Alternate Emergency Operations Centres	City-Wide			68,200							
									</			

# Infrastructure - City Playhouse Reserve Forecast

Forecasted Infrastructure		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments			33,933	49,451	65,163	81,071	97,178	113,487	129,999	146,718	163,646	180,785
	CityPlayhouse Infrastructure	40,481										
	Commitments	(22,151)										
	Collections	15,603	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
	Expenses	-										
	Interest		518	712	908	1,107	1,308	1,512	1,719	1,928	2,139	2,354
	Project Submissions	-	-	-	-	-	-	-	-	-	-	-
	Closing balance	33,933	49,451	65,163	81,071	97,178	113,487	129,999	146,718	163,646	180,785	198,139
Project Submissions:												
Number	Description	Ward										
	NO 2015-2018 SUBMISSIONS											
	Project Submissions		-	-	-	-	-	-	-	-	-	-
	Forecast											
CityPlayhouse - Infrastructure Reserve Balance			49,451	65,163	81,071	97,178	113,487	129,999	146,718	163,646	180,785	198,139



Infrastructure - Fire Reserve Forecast

Forecasted Infrastructure			2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments				3,497,444	3,849,221	2,412,526	3,083,534	4,594,696	5,651,011	6,474,184	5,625,058	5,650,642	6,856,008
	Fire Infrastructure		4,391,929										
	Commitments		(1,625,159)										
	Collections		1,347,240	1,344,295	1,501,512	1,538,571	1,538,571	1,538,571	1,538,571	1,538,571	1,538,571	1,538,571	1,538,571
	Expenses		(616,566)										
	Interest			45,631	38,893	34,137	47,691	63,638	75,312	75,151	70,035	77,681	82,079
	Project Submissions			(1,038,150)	(2,977,100)	(901,700)	(75,100)	-	-	-	-	-	-
	Forecast (Citywide)							(545,893)	(790,710)	(2,462,847)	(1,583,023)	(410,885)	(2,117,903)
Closing balance			3,497,444	3,849,221	2,412,526	3,083,534	4,594,696	5,651,011	6,474,184	5,625,058	5,650,642	6,856,008	6,358,756
Project Submissions:													
Number	Description	Ward											
FR-3508-13	Breathing Apparatus Replacements	City-Wide	45,100	45,100	45,100	45,100							
FR-3579-15	Smeal Pumper(7973) Refurbishment	City-Wide	180,250										
FR-3588-15	Replace 7966 Rescue Truck	City-Wide	628,800										
FR-3595-15	Tech Rescue (7978) Refurbishment	City-Wide	109,000										
FR-3612-14	Fitness Equipment and Furniture Replacement - All Station	City-Wide	30,000	30,000	30,000	30,000							
FR-3614-15	Replace Chief 73 Vehicle 7987	City-Wide	45,000										
FR-3586-16	Replace 7972 Pumper	City-Wide		699,400									
FR-3590-16	Replace 7988 Training Vehicle	City-Wide		43,600									
FR-3592-16	Smeal Aerial 17M(7983) Refurbishment	City-Wide		189,000									
FR-3593-16	Replace HAZ MAT 7942	City-Wide		545,000									
FR-3610-16	Replace Aerial 7968 - Smeal 32m	Ward 5		800,000									
FR-3611-16	Replace 7971 Pumper	City-Wide		625,000									
FR-3587-17	Replace 7955 Aerial 55 FT	City-Wide			703,000								
FR-3589-17	Replace 7981 Training Van	City-Wide			33,600								
FR-3615-17	Fire Prevention Vehicle Replacement	City-Wide			45,000								
FR-3616-17	Fire Prevention Vehicle Replacement	City-Wide			45,000								
Project Submissions			1,038,150	2,977,100	901,700	75,100	-	-	-	-	-	-	-
Forecast (Citywide)								545,893	790,710	2,462,847	1,583,023	410,885	2,117,903
Fire Infrastructure - Reserve Balance			3,849,221	2,412,526	3,083,534	4,594,696	5,651,011	6,474,184	5,625,058	5,650,642	6,856,008	6,358,756	

Infrastructure - Heritage Reserve Forecast

Forecasted Infrastructure													
2014			2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	
Open balance, after commitments				2,232,307	2,478,050	2,705,311	2,965,767	3,234,012	3,510,233	3,794,623	4,087,377	4,388,698	4,698,790
	Heritage Infrastructure	2,538,998											
	Commitments	(391,982)											
	Collections	244,466	216,486	220,816	225,232	229,737	234,331	239,018	243,798	248,674	253,648	258,721	
	Expenses	(159,175)											
	Interest		29,257	32,195	35,224	38,508	41,890	45,372	48,957	52,646	56,444	60,352	
	Project Submissions		-	(25,750)	-	-	-	-	-	-	-	-	-
	Closing balance	2,232,307	2,478,050	2,705,311	2,965,767	3,234,012	3,510,233	3,794,623	4,087,377	4,388,698	4,698,790	5,017,863	
Project Submissions:													
Number	Description	Ward											
BF-8431-15	Michael Cranny House - HVAC Upgrades	Ward 1		25,750									
Project Submissions			-	25,750	-	-	-	-	-	-	-	-	-
Forecast													
Heritage - Infrastructure Reserve Balance			2,478,050	2,705,311	2,965,767	3,234,012	3,510,233	3,794,623	4,087,377	4,388,698	4,698,790	5,017,863	

Infrastructure - ITM Reserve Forecast

Forecasted Infrastructure			2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments				35,825	26,200	64,706	163,016	262,554	363,337	465,379	568,697	673,306	779,223
Information Tech Asset Replacement			398,299										
Collections			(839,679)	1,119,689	1,178,642	1,237,595	1,237,595	1,237,595	1,237,595	1,237,595	1,237,595	1,237,595	1,237,595
Commitments			1,068,712										
Expenses			(591,507)										
Interest				385	565	1,414	2,643	3,888	5,147	6,423	7,714	9,022	10,346
Project Submissions				(1,129,700)	(1,140,700)	(1,140,700)	(1,140,700)	-	-	-	-	-	-
Forecast							-	(1,140,700)	(1,140,700)	(1,140,700)	(1,140,700)	(1,140,700)	(1,140,700)
Closing balance			35,825	26,200	64,706	163,016	262,554	363,337	465,379	568,697	673,306	779,223	886,464
Project Submissions:													
Number	Description	Ward											
IT-3016-13	Personal Computer (PC) Assets Renewal	City-Wide	350,000	360,000	360,000	360,000							
IT-3017-13	Enterprise Telephone System Assets Renewal	City-Wide	390,900	391,400	391,400	391,400							
IT-3019-13	Central Computing Infrastructure Renewal	City-Wide	388,800	389,300	389,300	389,300							
Project Submissions			1,129,700	1,140,700	1,140,700	1,140,700	-	-	-	-	-	-	-
Forecast							1,140,700	1,140,700	1,140,700	1,140,700	1,140,700	1,140,700	1,140,700
Information Technology Asset - Infrastructure Reserve Balance			26,200	64,706	163,016	262,554	363,337	465,379	568,697	673,306	779,223	886,464	

Infrastructure - Library Material Reserve Forecast

Forecasted Infrastructure			2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments				99	27,470	55,989	84,863	114,099	4,033	49,566	56,852	49,770	33,609
	Library Materials	134,466											
	Collections	1,467,700	1,563,000	1,696,300	1,831,700	1,867,800	1,867,800	1,867,800	1,867,800	1,867,800	1,867,800	1,867,800	1,867,800
	Commitments	(1,624,069)											
	Expenses	11,000											
	Interest	11,002	171	518	875	1,236	734	333	661	662	518	463	
	Project Submissions	-	(1,535,800)	(1,668,300)	(1,803,700)	(1,839,800)	(1,978,600)	-	-	-	-	-	-
	Forecast					-	-	(1,822,600)	(1,861,175)	(1,875,544)	(1,884,480)	(1,860,950)	
	Closing balance	99	27,470	55,989	84,863	114,099	4,033	49,566	56,852	49,770	33,609	40,922	
Project Submissions:													
Number	Description	Ward											
LI-4537-13	Capital Resource Purchases	City-Wide	1,535,800	1,668,300	1,803,700	1,839,800	1,978,600						
Project Submissions			1,535,800	1,668,300	1,803,700	1,839,800	1,978,600	-	-	-	-	-	-
Forecast								1,822,600	1,861,175	1,875,544	1,884,480	1,860,950	
Library Material - Infrastructure Reserve Balance			27,470	55,989	84,863	114,099	4,033	49,566	56,852	49,770	33,609	40,922	

Infrastructure - Parks Reserve Forecast

Forecasted Infrastructure			2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments				4,579,808	5,049,948	3,538,699	3,229,326	5,196,435	5,370,793	5,246,588	4,457,411	6,863,987	7,413,415
	Parks Infrastructure	7,682,000											
	Commitments	(3,356,953)											
	Collections	549,473	1,452,049	1,796,755	2,975,824	2,975,824	2,975,824	2,975,824	2,975,824	2,975,824	2,975,824	2,975,824	2,975,824
	Expenses	(294,712)											
	Interest		59,812	53,346	42,037	52,334	65,635	65,946	60,273	70,319	88,680	84,460	
	Project Submissions		(1,041,721)	(3,361,350)	(3,327,234)	(1,061,049)	(1,138,364)	-	-	-	-	-	-
	Forecast (Citywide)						(1,728,736)	(3,165,975)	(3,825,274)	(639,567)	(2,515,075)	(4,289,047)	
	Closing balance		4,579,808	5,049,948	3,538,699	3,229,326	5,196,435	5,370,793	5,246,588	4,457,411	6,863,987	7,413,415	6,184,652
Project Submissions:			2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Number	Description	Ward											
PK-6504-15	Hefhill Pk-Tennis Court Redevelopment	Ward 5		180,741									
RP-6742-15	Park Benches-Various Locations	City-Wide		74,200									
RP-6743-15	Park Picnic Table-Various Locations	City-Wide		74,200									
RP-6746-15	Fence Repair & Replacement Program	City-Wide		418,000	140,400	114,963	114,963						
RP-6747-15	Relocation of Gazebo (Dr.Mcleans to Rainbow Creek)	Ward 2		56,650									
RP-6754-15	Parks Concrete Walkway Repairs/Replacements	City-Wide		237,930	216,300	216,300	299,600						
BF-8357-16	Rainbow Creek Park - Electrical Cabinet Replacement	Ward 2			20,600								
BF-8358-16	Promenade Park - Electrical Cabinet Replacement	Ward 5			20,600								
PK-6344-13	York Hill Park - Tennis Court Reconstruction	Ward 5			362,848								
PK-6380-16	9v9 and 11v11 Soccer Field Upgrades	City-Wide			136,514								
PK-6389-16	Glen Shields Park - Tennis Court Reconstruction	Ward 5			284,872								
PK-6393-16	West Maple Creek Park - Playground Replacement & Safety Surfacing	Ward 1			204,102								
PK-6409-16	Glen Shields Park - Activity Centre Improvements	Ward 5			243,415								
PK-6421-16	Princeton Gate Park - Playground Replacement & Safety Surfacing	Ward 1			158,404								
PK-6438-16	Marco Park - Tennis Court Reconstruction	Ward 3			224,463								
PK-6461-16	Marco Park - Playground Replacement & Safety Surfacing	Ward 3			138,872								
PK-6464-16	Rosedale North Park - Basketball Court Reconstruction	Ward 5			73,321								
PK-6465-16	Dufferin District Park - Basketball Court Reconstruction	Ward 5			72,965								
PK-6466-16	Woodbridge Highlands Park - Basketball Court Reconstruction	Ward 2			74,244								
PK-6478-16	Maple Airport - Playground Surfacing and Accessible Swings	Ward 1			70,422								
PK-6489-16	Oak Bank Pond - Boardwalk Reconstruction	Ward 5			237,930								
PK-6501-16	Vaughan Grove Pk-Tennis Court Reconstruction	Ward 5			349,700								
PK-6505-16	Ramsey Armitage Park-Playground Curb/Safety Surfacing	Ward 1			50,138								
PK-6513-16	Tudor Park-Ball Diamond Fencing	Ward 4			84,409								
PK-6514-16	Maple Reservoir Park-Parking Lot Improvements	Ward 1			63,590								
PK-6515-16	Uplands Golf and Ski Centre-Bridge Replacement	Ward 5			133,241								
PK-6112-17	LeParc Park - Tennis Court Reconstruction	Ward 4				321,000							
PK-6323-17	Marita Payne Park - Basketball Court Reconstruction	Ward 5				72,965							
PK-6345-17	Conley South Park - Tennis Court Reconstruction	Ward 5				280,531							
PK-6351-17	Jersey Creek Park - Playground Equipment (Swing)	Ward 3				36,460							
PK-6360-17	Vellore Village Community Centre - Soccer Field Redevelopment	Ward 3				389,340							
PK-6408-17	Concord Thornhill Regional Park - Playground Rubber Surfacing Replacement	Ward 5				151,438							
PK-6418-17	Vaughan Mills Park - Playground Replacement & Safety Surfacing	Ward 2				201,602							
PK-6419-17	Almont Park - Playground Replacement & Safety Surfacing	Ward 2				118,984							
PK-6420-17	Fossil Hill Park - Playground Replacement & Safety Surfacing	Ward 3				122,643							
PK-6437-17	Giovanni Caboto Park - Tennis Court Reconstruction	Ward 3				224,463							
PK-6443-17	Maple Community Centre - Ball Diamond Irrigation	Ward 1				97,881							
PK-6459-17	Maple Lions Park - Playground Replacement & Safety Surfacing	Ward 1				129,286							
PK-6460-17	Robert Watson Park - Playground Replacement & Safety Surfacing	Ward 3				129,840							
PK-6462-17	Vellore Heritage Square - Playground Replacement & Safety Surfacing	Ward 3				100,837							
PK-6467-17	Comdel Park - Basketball Court Reconstruction	Ward 3				85,770							
PK-6468-17	Joseph Aaron Park - Basketball Court Reconstruction	Ward 5				95,601							
PK-6472-17	Rosedale Park North - Tennis Court Reconstruction	Ward 5				245,292							
PK-6477-17	Wade Gate Park - Tennis Court Reconstruction	Ward 5				192,037							
PK-6279-18	Reeves Park - Basketball Court Reconstruction	Ward 1				76,258							
PK-6321-18	Alexandra Elisa Park - Basketball Court Reconstruction	Ward 2				84,194							
PK-6440-18	York Hill District Park - Basketball Court Reconstruction	Ward 5				10,512							
PK-6470-18	Winding Lane Park - Basketball Court Reconstruction	Ward 5				42,370							
PK-6471-18	Worth Park - Basketball Court Reconstruction	Ward 5				54,877							

Infrastructure - Parks Reserve Forecast

Forecasted Infrastructure			2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments				4,579,808	5,049,948	3,538,699	3,229,326	5,196,435	5,370,793	5,246,588	4,457,411	6,863,987	7,413,415
	Parks Infrastructure		7,682,000										
	Commitments		(3,356,953)										
	Collections		549,473	1,452,049	1,796,755	2,975,824	2,975,824	2,975,824	2,975,824	2,975,824	2,975,824	2,975,824	2,975,824
	Expenses		(294,712)										
	Interest			59,812	53,346	42,037	52,334	65,635	65,946	60,273	70,319	88,680	84,460
	Project Submissions			(1,041,721)	(3,361,350)	(3,327,234)	(1,061,049)	(1,138,364)	-	-	-	-	-
	Forecast (Citywide)							(1,728,736)	(3,165,975)	(3,825,274)	(639,567)	(2,515,075)	(4,289,047)
Closing balance			4,579,808	5,049,948	3,538,699	3,229,326	5,196,435	5,370,793	5,246,588	4,457,411	6,863,987	7,413,415	6,184,652
Project Submissions:			2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Number	Description	Ward											
PK-6502-18	Promenade Green Park-Tennis Court Redevelopment	Ward 5					378,275						
PK-6327-19	Belair Way Park - Bocce Court Redevelopment	Ward 3						133,128					
PK-6412-19	911 Park Signage Program	City-Wide						98,717					
PK-6503-19	Napa Valley Park-Tennis Court Redevelopment	Ward 2						202,915					
PK-6507-19	Velmar Downs Park-Playground Replacement & Safety Surfacing	Ward 3						212,175					
PK-6508-19	Winding Lane Park-Playground Replacement & Safety Surfacing	Ward 5						176,890					
PK-6509-19	Kipling Parkette-Playground Replacement & Safety Surfacing	Ward 2						160,860					
PK-6510-19	Wade Gate Park-Basketball Court Reconstruction	Ward 5						51,614					
PK-6511-19	Newport Square Park-Basketball Court Reconstruction	Ward 5						49,510					
PK-6512-19	McClure Meadows Park-Basketball Court Reconstruction	Ward 2						52,555					
Project Submissions				1,041,721	3,361,350	3,327,234	1,061,049	1,138,364	-	-	-	-	-
Forecast (Citywide)								1,728,736	3,165,975	3,825,274	639,567	2,515,075	4,289,047
Parks Infrastructure Reserve				5,049,948	3,538,699	3,229,326	5,196,435	5,370,793	5,246,588	4,457,411	6,863,987	7,413,415	6,184,652

Infrastructure - Roads Reserve Forecast

Forecasted Infrastructure			2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments				6,227,208	6,086,566	6,602,672	7,031,421	7,568,138	8,111,563	8,661,782	9,218,878	9,782,937	10,354,048
	Roads Infrastructure	7,401,572											
	Commitments	(1,590,611)											
	Collections	515,289		428,715	437,290	446,036	446,036	446,036	446,036	446,036	446,036	446,036	446,036
	Expenses	(99,042)											
	Interest			76,483	78,815	84,684	90,680	97,389	104,182	111,060	118,024	125,074	132,213
	Project Submissions			(645,840)	-	(101,970)	-	-	-	-	-	-	-
Closing balance			6,227,208	6,086,566	6,602,672	7,031,421	7,568,138	8,111,563	8,661,782	9,218,878	9,782,937	10,354,048	10,932,297
Project Submissions:													
Number	Description	Ward											
CD-1923-15	Municipal Structure Inspection and Reporting in 2015	City-Wide	101,970	0	0								
CD-2004-15	Guide Rail Replacement on Albion Vaughan Road	Ward 1	101,970	0	0								
CD-2011-15	Traffic Signal Improvements on Clark Avenue	Ward 5	441,900	0	0								
CD-1996-17	Municipal Structure Inspection and Reporting in 2017	City-Wide	0	0	101,970								
Project Submissions Forecast			645,840	-	101,970	-		-	-	-	-	-	-
Roads - Infrastructure Reserve Balance				6,086,566	6,602,672	7,031,421	7,568,138	8,111,563	8,661,782	9,218,878	9,782,937	10,354,048	10,932,297

Tree Replacement Reserve Forecast

Forecasted Infrastructure			2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments				525,868	476,986	428,104	379,222	330,340	281,458	232,576	183,694	134,812	85,930
Tree Replacement			573,755										
Commitments			(28,213)										
Collections			2,275										
Expenses			(21,949)										
Interest			-										
Project Submissions				(48,882)	(48,882)	(48,882)	(48,882)	-	-	-	-	-	-
Forecast							-	(48,882)	(48,882)	(48,882)	(48,882)	(48,882)	(48,882)
Closing balance			525,868	476,986	428,104	379,222	330,340	281,458	232,576	183,694	134,812	85,930	37,048
Project Submissions:													
Number	Description	Ward											
RP-6700-15	Tree Planting Program-Regular	City-Wide	48,882	48,882	48,882	48,882							
Project Submissions			48,882	48,882	48,882	48,882	-	-	-	-	-	-	-
Forecast							48,882	48,882	48,882	48,882	48,882	48,882	48,882
Tree Replacement Reserve Balance			476,986	428,104	379,222	330,340	281,458	232,576	183,694	134,812	85,930	37,048	



Infrastructure - Uplands Reserve Forecast

Forecasted Infrastructure			2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments				(285,102)	(205,147)	(792,073)	(718,455)	(643,917)	(568,447)	(424,615)	(278,985)	(131,535)	(214,887)
	Uplands Infrastructure		(220,401)										
	Commitments		(161,825)										
	Collections		126,491	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
	Expenses		(27,795)										
	Interest		(1,572)	(3,045)	(6,194)	(9,382)	(8,462)	(7,530)	(6,168)	(4,370)	(2,550)	(2,152)	(1,749)
	Project Submissions			(67,000)	(730,732)	(67,000)	(67,000)	(67,000)	-	-	-	(231,200)	-
Closing balance			(285,102)	(205,147)	(792,073)	(718,455)	(643,917)	(568,447)	(424,615)	(278,985)	(131,535)	(214,887)	(66,636)
Project Submissions:													
Number	Description	Ward											
BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	Ward 5		67,000	67,000	67,000	67,000	67,000					
BF-8391-23	Uplands Club House - Golf Cart Storage Building	Ward 5		-	-	-	-	-				231,200	
PK-6370-16	Uplands Golf & Ski Centre - Irrigation/Snow Making Water Systems	Ward 5			663,732	-	-	-					
Project Submissions Forecast				67,000	730,732	67,000	67,000	67,000	-	-	-	231,200	-
Uplands - Infrastructure Reserve Balance				(205,147)	(792,073)	(718,455)	(643,917)	(568,447)	(424,615)	(278,985)	(131,535)	(214,887)	(66,636)

Infrastructure - Vehicles Reserve Forecast

Forecasted Infrastructure											
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments		3,261,410	2,786,571	2,499,292	2,377,843	1,369,275	(172,038)	(121,729)	21,094	175,992	440,929
Vehicles Infrastructure	4,630,138										
Commitments	(1,711,553)										
Contribution	447,411	391,196	394,989	398,858	398,858	398,858	398,858	398,858	398,858	398,858	398,858
Estimated Contribution Increase						85,265	170,531	255,796	341,061	426,326	511,592
Expenses	(104,586)										
Interest		37,565	32,831	30,293	23,274	7,436	(1,825)	(625)	1,224	3,832	7,719
Project Submissions		(903,600)	(715,100)	(550,600)	(1,413,200)	(5,486,200)	-	-	-	-	-
Forecast (Citywide)		-	-	-	(17,500)	3,453,328	(517,255)	(511,205)	(586,245)	(564,079)	(557,202)
Closing balance	3,261,410	2,786,571	2,499,292	2,377,843	1,369,275	(172,038)	(121,729)	21,094	175,992	440,929	801,896
Project Submissions:											
Name	Description	Ward									
FL-5154-19	PKS-Replace Unit #1028 with landscape trailer	City-Wide				20,600					
FL-5155-19	PW-RDS-Replace Unit #868 with landscape trailer	City-Wide				25,800					
FL-5157-15	BYLAW- Replace Unit #1160 with Quad Cab 4x4 Pickup	City-Wide	30,900								
FL-5158-15	BLDG STNDARDS-Replace Unit #1332 with 1/2 ton Quad Cab 4x2 pickup	City-Wide	27,800								
FL-5168-18	Building Standards - Replace Unit #1333 with 1/2 ton Quad Cab 4x2pickup	City-Wide			27,800						
FL-5169-15	BYLAW-Replace Unit #1207 with 1/2 Quad Cab 4x4 pickup	City-Wide	30,900								
FL-5174-19	PKS-Replace Unit #1058 with landscape trailer	City-Wide				20,600					
FL-5175-19	PKS-Replace Unit #1087 with landscape trailer	City-Wide				20,600					
FL-5176-19	PKS-Replace Unit #1099 with landscape trailer	City-Wide				20,600					
FL-5192-18	PKS-Replace Unit #1434 with 3/4 ton Quad Cab 4x4 pickup	City-Wide			30,900						
FL-5200-18	BYLAW- Replace Unit #1448 with 1/2 ton Quad Cab 4x4 pickup	City-Wide			30,900						
FL-5201-15	BYLAW-Replace Unit #1276 with 1/2 ton Quad Cab 4x4 pickup	City-Wide	30,900								
FL-5202-15	PKS-Replace Unit #1179 with tandem axle trailer & crane	City-Wide				41,200					
FL-5204-19	ENG DEV TRANSP- Replace Unit #1365 with Quad Cab pickup	City-Wide				27,800					
FL-5205-15	ENG DEV TRANSP-Replace Unit #1270 with 1/2 ton Quad Cab pickup	City-Wide	27,800								
FL-5211-16	PW-RDS-Replace Unit #1370 with 1/2 ton Quad Cab 4x4 pickup	City-Wide		30,900							
FL-5232-15	ENG SERVICES-Replace Unit #1366 with1/2 ton Quad Cab 4x2 pickup	City-Wide	27,800								
FL-5233-19	PW-WASTE MGMT-Replace Unit #1269 with 1/2 ton QuadCab 4x2 pickup	City-Wide				27,800					
FL-5241-19	PW-WASTEWATWER-Replace Unit #1425 with 1/2 ton Quad Cab 4x2 pickup	City-Wide				27,800					
FL-5242-16	PW-WATER-Replace Unit #1554 with 3/4 ton cargo van	City-Wide		36,100							
FL-5243-16	PW-WATER-Replace Unit#1562 with a 3/4 ton cargo van	City-Wide		36,100							
FL-5248-19	PKS-FORESTRY-Replace Unit #1079 with stump cutter	City-Wide				41,200					
FL-5249-15	PKS-FORESTRY-Replace Unit #1346 with 1/2 ton Quad Cab 4x4 pickup	City-Wide	30,100								
FL-5250-18	PKS-FORESTRY-Replace Unit #1015 with backhoe loader & attachments	City-Wide			87,600						
FL-5300-16	ENG DEV TRANSP-Replace Unit #1364 with 1/2 ton Quad Cab 4x2 pickup	City-Wide		27,800							
FL-5301-19	B&F-Replace Unit #1246 with 3/4 ton Quad Cab 4x4 pickup w/plow	City-Wide				43,300					
FL-5302-19	B&F-Replace Unit #1156 with 3/4 ton cargo van	City-Wide				61,800					
FL-5303-15	B&F-Replace Unit#1320 with 3/4 ton cargo van	City-Wide	57,600								
FL-5304-19	B&F- Replace Unit #852 with ice resurfacer	City-Wide				103,000					
FL-5305-19	B&F-Replace Unit # 957 with ice resurfacer	City-Wide				103,000					
FL-5306-18	B&F- Replace Unit #974 with ice resurfacer	City-Wide			103,000						
FL-5307-18	Parks - Replace Unit#1027 with a slope mower	City-Wide				72,100					
FL-5308-19	B&F - Replace Unit #1147 with 1/2 ton Quad Cab 4x4 pickup	City-Wide				30,900					
FL-5311-18	B&F- Replace Unit #1055 with ice resurfacer	City-Wide			103,000						
FL-5313-18	B&F- Replace Unit #1070 with ice resurfacer	City-Wide			103,000						
FL-5314-19	B&F-Replace Unit #1427 with1/2 ton Quad Cab 4x4 pickup	City-Wide				30,900					
FL-5315-15	PKS-Replace Units #1374,1375 with a 16' large area mower	City-Wide	82,400								
FL-5316-19	PW-WASTE MGMT.- Replace Unit #1348 with 1/2 ton Quad Cab 4x2 pickup	City-Wide				27,800					
FL-5317-18	PKS- Replace Unit #1347 with 1/2 ton Quad Cab 4x4 pickup	City-Wide			30,900						
FL-5318-19	RECREATION-Replace Unit #1148 with Passenger mini van	City-Wide				25,800					
FL-5319-19	PKS-Replace Unit #1286 with a 2 ton Quad Cab 4x4 dump truck	City-Wide				66,950					
FL-5320-15	PKS- Replace Unit #1146 with a 3/4 ton crew cab pickup	City-Wide	36,100								
FL-5322-19	FLEET MGMT- Replace Unit #1369 with1/2 ton 4x4 crew cab diesel pickup	City-Wide				51,500					
FL-5323-17	PKS-Replace Unit#1371 with 3/4 ton crew cab pickup	City-Wide			36,100						

Infrastructure - Vehicles Reserve Forecast

Forecasted Infrastructure		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments			3,261,410	2,786,571	2,499,292	2,377,843	1,369,275	(172,038)	(121,729)	21,094	175,992	440,929
	Vehicles Infrastructure	4,630,138										
	Commitments	(1,711,553)										
	Contribution	447,411	391,196	394,989	398,858	398,858	398,858	398,858	398,858	398,858	398,858	398,858
	Estimated Contribution Increase						85,265	170,531	255,796	341,061	426,326	511,592
	Expenses	(104,586)										
	Interest		37,565	32,831	30,293	23,274	7,436	(1,825)	(625)	1,224	3,832	7,719
	Project Submissions		(903,600)	(715,100)	(550,600)	(1,413,200)	(5,486,200)	-	-	-	-	-
	Forecast (Citywide)		-	-	-	(17,500)	3,453,328	(517,255)	(511,205)	(586,245)	(564,079)	(557,202)
Closing balance		3,261,410	2,786,571	2,499,292	2,377,843	1,369,275	(172,038)	(121,729)	21,094	175,992	440,929	801,896
Project Submissions:												
Name	Description	Ward										
FL-5324-19	PKS-Replace Unit #1445 with a 3/4 ton crew cab pickup	City-Wide					36,100					
FL-5325-19	PKS-HORT-Replace Unit #1436 with a 3/4 ton HD cargo van	City-Wide					36,050					
FL-5326-19	PKS-Replace Unit #1446 with a 3/4 ton crew cab pickup	City-Wide					36,100					
FL-5330-19	FLEET MGMT-Replace Unit #1157 with 1/2 ton Quad Cab 4x4 pickup	City-Wide					30,900					
FL-5331-19	PKS-DEV-Replace Unit #1368 with 1/2 ton crew cab 4x4 pickup truck	City-Wide					27,800					
FL-5333-17	PKS-HORT- Replace Unit#1352 with 1 ton reg. cab 4x4 dump truck	City-Wide			27,800							
FL-5335-15	PKS- Replace Unit #1287 with 3/4 ton crew cab pickup	City-Wide	36,100									
FL-5336-19	PKS-Replace Unit #1212 with Utility Vehicle	City-Wide					20,600					
FL-5345-19	PKS-Replace Unit #1574 with Slope Mower	City-Wide					72,100					
FL-5347-19	PKS-Replace Unit #1406 with Utility Vehicle	City-Wide					20,600					
FL-5348-19	PKS-Replace Unit #1511 with narrow sidewalk tractor with plow/saltspreader	City-Wide					63,900					
FL-5349-19	PKS-Replace Unit #1512 with narrow sidewalk tractor with plow/saltspreader	City-Wide					63,900					
FL-5350-19	PKS-Replace Unit #1513 with narrow sidewalk tractor with plow/saltspreader	City-Wide					63,900					
FL-5351-19	PKS-Replace Unit #1535 with 3/4 ton cargo van	City-Wide					36,100					
FL-5352-15	PKS-Replace Unit #1607 with 16' large area mower	City-Wide	82,400									
FL-5353-16	PKS-Replace Unit #1608 with 16' large area mower	City-Wide		82,400								
FL-5354-15	PKS-Replace Unit #1707,1708,1714 with zero turn mowers	City-Wide	40,200									
FL-5355-19	PKS-Replace Unit #1718 with large area mower	City-Wide					46,400					
FL-5356-19	PKS-Replace Unit #1719 with large area mower	City-Wide					46,400					
FL-5357-19	PKS-Replace Unit #1720 with large area mower	City-Wide					46,400					
FL-5358-19	PKS-Replace Unit #1452 with a tractor mounted aerator	City-Wide					33,000					
FL-5359-19	PKS-Replace Unit #1845 with 10' large area mower mower	City-Wide					46,400					
FL-5360-19	PKS-Replace Unit #1843 with 16' large area	City-Wide					82,400					
FL-5361-16	PKS-Replace Unit #1565,1566 with 16' large area mower	City-Wide		82,400								
FL-5362-19	PKS-Replace Unit #1844 with 16' large area mower	City-Wide					82,400					
FL-5363-19	PKS-Replace Unit #1846,1847,1848 with zero turn mowers	City-Wide					40,200					
FL-5364-19	PKS-Replace Unit #1559 with Weed tank sprayer	City-Wide					23,700					
FL-5365-19	FLT-Replace Unit #1138 with compact sedan	City-Wide					30,900					
FL-5366-19	PKS-Replace Unit #1357 with H.D.tractor	City-Wide					72,100					
FL-5367-19	PKS-HORT-Replace Unit #1593 with 3/4 ton Quad Cab 4x4 pickup w/plow	City-Wide					51,500					
FL-5368-19	PKS-Replace Unit #1314 with 6 ton trailer	City-Wide					20,600					
FL-5369-19	PKS-Replace Unit #1315 with 6 ton trailer	City-Wide					20,600					
FL-5370-19	PKS-Replace Unit #1353 with 6 ton trailer	City-Wide					20,600					
FL-5371-19	PKS-Replace Unit #1354 with 6 ton trailer	City-Wide					20,600					
FL-5372-19	PKS-Replace Unit #1355 with 6 ton trailer	City-Wide					20,600					
FL-5373-19	PKS-Replace Unit# 1108,1240,1322 with diamond groomers	City-Wide					27,800					
FL-5374-19	PKS-Replace Unit #1420 with 3 ton trailer	City-Wide					20,600					
FL-5375-19	PKS-Replace Unit #1421 with 3 ton trailer	City-Wide					20,600					
FL-5376-19	PKS-Replace Unit #1422 with 3 ton trailer	City-Wide					20,600					
FL-5377-19	PKS-Replace Unit #1201 with 6 ton trailer	City-Wide					20,600					
FL-5378-19	PKS-Replace Unit #1500 with 6 ton trailer	City-Wide					20,600					
FL-5379-18	PKS-Replace Unit #1502 with 6 ton trailer	City-Wide					20,600					
FL-5380-19	PKS-Replace Unit #1503 with 6 ton trailer	City-Wide					20,600					
FL-5381-19	PKS-Replace Unit #1504 with 6 ton trailer	City-Wide					20,600					
FL-5382-19	PKS-Replace Unit #1295 with Tractor with attachments	City-Wide					72,100					
FL-5383-19	PKS-Replace Unit #1704 with weed tank sprayer	City-Wide					23,700					
FL-5384-19	PKS-Replace Unit #909 with top dresser	City-Wide					21,600					

Infrastructure - Vehicles Reserve Forecast

Forecasted Infrastructure		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments			3,261,410	2,786,571	2,499,292	2,377,843	1,369,275	(172,038)	(121,729)	21,094	175,992	440,929
	Vehicles Infrastructure	4,630,138										
	Commitments	(1,711,553)										
	Contribution	447,411	391,196	394,989	398,858	398,858	398,858	398,858	398,858	398,858	398,858	398,858
	Estimated Contribution Increase						85,265	170,531	255,796	341,061	426,326	511,592
	Expenses	(104,586)										
	Interest		37,565	32,831	30,293	23,274	7,436	(1,825)	(625)	1,224	3,832	7,719
	Project Submissions		(903,600)	(715,100)	(550,600)	(1,413,200)	(5,486,200)	-	-	-	-	-
	Forecast (Citywide)		-	-	-	(17,500)	3,453,328	(517,255)	(511,205)	(586,245)	(564,079)	(557,202)
Closing balance		3,261,410	2,786,571	2,499,292	2,377,843	1,369,275	(172,038)	(121,729)	21,094	175,992	440,929	801,896
Project Submissions:												
Name	Description	Ward										
FL-5385-19	PKS-Replace Unit #1136 with top dresser	City-Wide					21,600					
FL-5386-19	PKS-Replace Unit #1555 with 4 ton trailer	City-Wide					20,600					
FL-5387-19	PKS-Replace Unit #1556 with 4 ton trailer	City-Wide					20,600					
FL-5388-19	PKS-Replace Unit #1572 with 7 ton trailer	City-Wide					20,600					
FL-5389-19	PKS-Replace Unit #1772 with 1 ton reg. cab 4x4 Dump truck	City-Wide					56,700					
FL-5390-19	PKS-Replace Unit #1773 with 1 ton Dump truck	City-Wide					56,700					
FL-5391-19	PKS-Replace Unit #1775 with 1 ton Dump truck	City-Wide					56,700					
FL-5392-19	PKS-Replace Unit #1444 with3/4 ton crew cab pickup	City-Wide					36,100					
FL-5393-19	PKS-Replace Unit #1578 with 1/2 ton Quad Cab pickup	City-Wide					30,900					
FL-5394-19	PKS-Replace Unit #1583 with 3/4 ton crew cab pickup	City-Wide					36,100					
FL-5395-19	PKS-Replace Unit #1655 with 3/4 ton crew cab pickup	City-Wide					36,100					
FL-5396-15	PKS-Replace Unit #1656 with 3/4 ton crew cab pickup	City-Wide	36,100									
FL-5397-19	PKS-Replace Unit #1657 with 3/4 ton Quad Cab 4x4 pickup w/plow	City-Wide					51,500					
FL-5398-19	PKS-Replace Unit #1673 with3/4 ton crew cab pickup	City-Wide					36,100					
FL-5399-19	PKS-Replace Unit #1582 with 3/4 ton crew cab pickup	City-Wide					36,100					
FL-5400-19	PKS-Replace Unit #1589 with 1/2 ton 4x4 QuadCab pickup	City-Wide					30,900					
FL-5401-19	PW-RDS--Replace Unit #1290 with tandem dump truck	City-Wide					288,400					
FL-5402-19	PKS-Replace Unit #1723 with 3/4 ton crew cab pickup	City-Wide					36,100					
FL-5403-19	PKS-Replace Unit #1724 with 1/2 ton 4x4 Quad Cab pickup	City-Wide					30,900					
FL-5404-19	PKS-Replace Unit #1795 with 1/2 ton 4x4 Quad Cab pickup	City-Wide					30,900					
FL-5405-19	PKS-Replace Unit #1809 with 3/4 ton crew cab pickup	City-Wide					36,100					
FL-5406-19	PKS-Replace Unit #1810 with 3/4 ton crew cab pickup	City-Wide					36,100					
FL-5407-19	PKS-Replace Unit #1811 with 3/4 ton crew cab pickup	City-Wide					36,100					
FL-5408-19	PKS-FORESTRY-Replace Unit #1029 with 12 ft. trailer	City-Wide					20,600					
FL-5409-18	PKS-FORESTRY-Replace Unit #1633 with H.D. wood-chipper	City-Wide				51,500						
FL-5410-19	PKS-FORESTRY-Replace Unit #1660 with 2 ton dump truck	City-Wide					92,700					
FL-5411-18	PKS-FORESTRY-Replace Unit #1519 with Bucket chipper truck	City-Wide				226,600						
FL-5413-19	PKS-HORT-Replace Unit # 1634 with 3/4 ton Quad Cab 4x4 pickup w/plow	City-Wide					51,500					
FL-5414-19	PKS-Replace Unit #1672 with 3/4 ton crew cab pickup	City-Wide					36,100					
FL-5415-19	PKS-HORT-Replace Unit #1531 with 3/4 ton cargo van	City-Wide					30,900					
FL-5416-19	PKS-HORT-Replace Unit #1584 with3/4 ton crew cab pickup	City-Wide					36,100					
FL-5417-19	PKS-HORT-Replace Unit #1467,1468,1486,1487,1528 with water tank sprayers	City-Wide					20,600					
FL-5421-16	PW-RDS-Replace Unit #1344 with Regenerative street sweeper	City-Wide		288,400								
FL-5422-15	PW-RDS-Replace Unit #1209 with tandem roll off dump truck	City-Wide	283,250									
FL-5423-19	PW-RDS-Replace Unit #1297 with Backhoe	City-Wide					113,300					
FL-5425-19	PW-RDS-Replace Unit #1094 with tandem dump truck	City-Wide					309,000					
FL-5426-17	PW-RDS-Replace Unit #1373 with Regenerative street sweeper	City-Wide			288,400							
FL-5427-18	PW-RDS-Replace Unit #1159 with tandem dump truck	City-Wide				309,000						
FL-5428-18	PW-RDS-Replace Unit #1289 with tandem dump truck	City-Wide				309,000						
FL-5429-19	PW-RDS-Replace Unit #1298 with Tandem dump truck	City-Wide					309,000					
FL-5430-19	PW-RDS-Replace Unit #1527 with 1/2 ton 4x4 Quad Cab pickup	City-Wide					30,900					
FL-5431-17	PW-RDS-Replace Unit #1702 with service body sign truck with sliding platform	City-Wide			100,400							
FL-5433-19	B&F-Replace Unit #1153 with passenger mini van	City-Wide					25,800					
FL-5434-19	B&F-Replace Unit #1532 with 3/4 ton cargo van	City-Wide					61,800					
FL-5435-19	B&F-Replace Unit #1638 with 3/4 ton cargo van	City-Wide					61,800					
FL-5436-17	B&F-Replace Unit #1670 with 3/4 ton cargo van	City-Wide			61,800							
FL-5437-19	B&F-Replace Unit #1521 with 1/2 ton Quad Cab pickup	City-Wide					30,900					

### Infrastructure - Vehicles Reserve Forecast

Forecasted Infrastructure			2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments													
	Vehicles Infrastructure	4,630,138	3,261,410	2,786,571	2,499,292	2,377,843	1,369,275	(172,038)	(121,729)	21,094	175,992	440,929	
	Commitments	(1,711,553)											
	Contribution	447,411	391,196	394,989	398,858	398,858	398,858	398,858	398,858	398,858	398,858	398,858	398,858
	Estimated Contribution Increase						85,265	170,531	255,796	341,061	426,326	511,592	
	Expenses	(104,586)											
	Interest		37,565	32,831	30,293	23,274	7,436	(1,825)	(625)	1,224	3,832	7,719	
	Project Submissions		(903,600)	(715,100)	(550,600)	(1,413,200)	(5,486,200)	-	-	-	-	-	-
	Forecast (Citywide)		-	-	-	(17,500)	3,453,328	(517,255)	(511,205)	(586,245)	(564,079)	(557,202)	
Closing balance			3,261,410	2,786,571	2,499,292	2,377,843	1,369,275	(172,038)	(121,729)	21,094	175,992	440,929	801,896
Project Submissions:													
Name	Description	Ward											
FL-5466-17	PW-WATER-Replace Unit #1665 with 3/4 ton cargo van	City-Wide				36,100							
FL-5468-16	PW-WATER-Replace Unit #1563 with 3/4 ton cargo van	City-Wide			36,100								
FL-5470-19	PW-WATER-Replace Unit #1575 with 3/4 ton cargo van	City-Wide						36,100					
FL-5471-19	PW-WATER-Replace Unit #1526 with 3/4 ton Quad Cab pickup	City-Wide						51,500					
FL-5472-19	PW-WATER-Replace Unit #1664 with 3/4 ton cargo van	City-Wide						36,100					
FL-5473-19	ENG SERVICES-Replace Unit #1557 with1/2 ton Quad Cab 4x2 pickup	City-Wide						27,800					
FL-5474-19	ENG SERVICES-Replace Unit #1588 with1/2 ton 4x2 Quad Cab pickup	City-Wide						27,800					
FL-5475-19	ENG SERVICES-Replace Unit #1632 with1/2 ton 4x2 Quad Cab pickup	City-Wide						27,800					
FL-5476-19	CLKS-RECORD MGMT-Replace Unit #1646 with3/4 ton cargo van	City-Wide						36,100					
FL-5477-19	CLKS-LICENSING-Replace Unit #1569 with compact sedan	City-Wide						30,900					
FL-5478-16	PW-WASTEWATER-Replace Unit #1731 with 3/4 ton 4x4 Quad Cab pickupwith plow	City-Wide			43,300								
FL-5479-19	PW-WASTEWATER-Replace Unit #1586 with 1/2 ton 4x2 Quad Cab pickup	City-Wide						27,800					
FL-5480-19	PW-WASTEWATER-Replace Unit#1182 & 1199 with Dump truck with crane	City-Wide						164,800					
FL-5481-19	PKS DEV-Replace Unit #1426 with 1/2 ton crew cab pickup	City-Wide						30,900					
FL-5482-19	EMERG MGMT-Replace Unit #1505 with passenger mini van	City-Wide						25,800					
FL-5483-19	PW-ADMIN-Replace Unit #1661 with 1/2 ton Quad Cab pickup	City-Wide						27,800					
FL-5484-19	PW-WATER-Replace Unit #1671 with 1/2 ton 4x2 Quad Cab pickup	City-Wide						27,800					
FL-5487-15	BYLAW-Replace Unit #1509 with compact sedan	City-Wide	30,900										
FL-5488-16	BYLAW-Replace Unit #1684 with compact sedan	City-Wide		25,800									
FL-5489-16	BYLAW-Replace Unit #1685 with compact sedan	City-Wide		25,800									
FL-5490-19	BYLAW-Replace Unit #1558 with 1/2 ton 4x2 Quad Cab pickup	City-Wide						27,800					
FL-5491-19	BLDG STANDARDS-Replace Unit #1626 with 1/2 ton 4x2 Quad Cab pickup	City-Wide						27,800					
FL-5492-19	BLDG STANDARDS-Replace Unit #1627 with 1/2 ton 4x2 Quad Cab pickup	City-Wide						27,800					
FL-5493-19	BLDG STANDARDS-Replace Unit #1628 with 1/2 ton 4x2 Quad Cab pickup	City-Wide						27,800					
FL-5494-19	BLDG STANDARDS-Replace Unit #1629 with 1/2 ton 4x2 Quad Cab pickup	City-Wide						27,800					
FL-5495-19	BLDG STANDARDS-Replace Unit #1630 with 1/2 ton 4x2 Quad Cab pickup	City-Wide						27,800					
FL-5496-19	BLDG STANDARDS-Replace Unit #1631 with 1/2 ton 4x2 Quad Cab pickup	City-Wide						27,800					
FL-5498-19	BYLAW-Replace Unit #1796 with compact sedan	City-Wide						25,800					
FL-5515-15	BYLAW - Replace Unit #2049 with 1/2 ton Quad cab pickup	City-Wide	12,350										

## Funding Source: Capital From Taxation

### Forecasted: Capital From Taxation

	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Funding from Taxation</b>	6,653,601	6,780,349	6,915,956	7,054,275	7,195,361
<b>Project Submissions</b>	(7,449,817)	(10,981,397)	(9,889,729)	(9,213,220)	(8,438,532)
<b>Tree Replacement-Removal</b>	796,216	1,537,028	1,537,028	1,537,028	
<b>Under/(Over) Submissions</b>	-	(2,664,020)	(1,436,745)	(621,917)	(1,243,171)

### Project Submissions:

Project Type	Project #	Project Description	Region	2015	2016	2017	2018	2019+
<b>Health &amp; Safety/Legal/Regulatory</b>	BF-8499-15	Condenser Fan Silencer Package	Ward 2	25,750				
	BY-2518-13	Animal Shelter Lease Hold Improvements	City-Wide	75,100				
	EP-0079-15	Emergency Cots and Blankets	City-Wide	56,779				
	LI-4548-16	AODA Compliant Circulation Desk & Sorting Machine- Pierre Berton Resource Library	Ward 2		120,000			
	PK-6412-19	911 Park Signage Program	City-Wide					98,717
	RP-6756-15	2015 Traffic Signs Reflectivity Inspection and Testing	City-Wide	52,874	52,873	52,873		
	RP-6759-17	Pedestrian Crossing Enhancement Program – Pavement Marking	City-Wide			206,000		
<b>Health &amp; Safety/Legal/Regulatory Total</b>				<b>210,503</b>	<b>172,873</b>	<b>258,873</b>		<b>98,717</b>
<b>Growth Co-Funding</b>	BF-8378-15	Carrville Community Centre and District Park	Ward 4	451,075	4,061,022			
	BS-1006-15	Zoning Bylaw Review	City-Wide	272,950	682,375	682,375		
	CO-0082-15	VMC Development Implementation Project	City-Wide	51,019				
	DI-0075-15	Development Charges Background Studies - City- Wide Preliminary and New SACs	City-Wide	3,750		11,250		
	DP-9525-15	Vaughan Mills Urban Design Streetscape & Open Space Master Plan	Ward 4	13,000				
	DP-9526-17	Yonge Street / Steeles Corridor Urban Design Streetscape & Open Space Masterplan	Ward 5			18,000		
	DP-9529-13	Design Review Panel Administration	City-Wide	206				
	DP-9536-15	Building Pedestrian Level Wind Study Impact- Software	City-Wide	5,000				
	DP-9542-15	Islington Avenue Streetscape Phase 1	Ward 1	138,630				
	DP-9543-15	Centre Street Design and Construction Phase 1	Ward 5	123,322				
	DP-9544-15	Streetscape for Concord West by York Region - Highway 7 and Keele Street	Ward 4	208,968				
	FL-5298-15	BYLAW- Additional 1/2 ton eco-diesel pickup	City-Wide	3,060				
	FL-5299-15	BYLAW- Additional 1/2 ton eco-diesel pickup	City-Wide	3,060				
	FL-5440-17	PKS- Additional salt supply systems	City-Wide			2,700		
	FL-5453-19	PKS- Additional narrow sidewalk tractor with plow/salter/blower/sweeper attachments	City-Wide					8,500

## Funding Source: Capital From Taxation

### Forecasted: Capital From Taxation

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<b>Funding from Taxtion</b>	6,653,601	6,780,349	6,915,956	7,054,275	7,195,361
<b>Project Submissions</b>	(7,449,817)	(10,981,397)	(9,889,729)	(9,213,220)	(8,438,532)
<b>Tree Replacement-Removal</b>	796,216	1,537,028	1,537,028	1,537,028	
<b>Under/(Over) Submissions</b>	-	(2,664,020)	(1,436,745)	(621,917)	(1,243,171)

### Project Submissions:

Project Type	Project #	Project Description	Region	2015	2016	2017	2018	2019+
	FL-5455-19	PKs- Additional narrow sidewalk tractor with winter attachments	City-Wide					8,500
	FL-5456-19	PKs- Additional narrow sidewalk tractor with winter attachments	City-Wide					8,500
	FL-5457-19	PKs- Additional narrow sidewalk tractor with winter attachments	City-Wide					8,500
	FL-5458-19	PKs-Additional narrow sidewalk tractor with winter attachments	City-Wide					8,500
	FL-5500-16	PW-RDS- Additional tandem roll off dump truck with plow/wing .	City-Wide		28,325			
	FL-5501-16	BYLAW - Additional enduro-motorcycles	City-Wide		2,096			
	FL-5502-16	PW-RDS- Additional Air Regenerative Sweeper	City-Wide		28,840			
	FL-5503-16	BYLAW - Additional Animal Control Vehicle	City-Wide		7,346			
	FL-5504-15	PW-RDS - Additional Material handling arm & lifting forks for CatLoader	City-Wide	3,144				
	FL-5505-15	PW-RDS- Additional Small Equipment	City-Wide	3,144				
	FL-5506-16	BYLAW - Additional Animal Control Vehicle	City-Wide		7,346			
	FL-5507-15	PW-RDS - 2 ton Utility truck box with hydraulic platform extension	City-Wide	2,096				
	FL-5508-15	PW-RDS - Additional Hydraulic plate packer attachment for backhoe	City-Wide	2,096				
	FL-5510-15	DEV/TRANS/ENG - Additional Quad Cab pickup	City-Wide	3,144				
	FL-5511-15	DEV/TRANS/ENG - Additional Quad Cab pickup	City-Wide	3,144				
	FL-5512-15	B&F - Unit #6113 - Buy out of leased van	City-Wide	2,060				
	FR-3582-16	Reposition Stn 74 Kleinburg Build and Design	Ward 1		850,206			
	FR-3583-15	Reposition Stn 74 Kleinburg Land	Ward 1	463,250				
	LI-4516-16	Carrville Block 11- Resource Material	Ward 4		37,500	37,500		
	LI-4518-17	Carrville BL11 - Furniture and Equipment	Ward 4			26,250		
	LI-4521-15	Carrville BI 11 Land	Ward 4	38,900				
	LI-4522-15	Carrville BL11 - Consulting Design/Construction	Ward 4	35,400	372,800			
	LI-4524-17	Carrville Community Library - Communications and Hardware	Ward 4			15,750		
	LI-4525-17	Vellore Village North Community Library	Ward 3				35,300	372,842
	LI-4526-17	Vellore Village North Community Library - Land	Ward 3				38,900	

## Funding Source: Capital From Taxation

### Forecasted: Capital From Taxation

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<b>Funding from Taxtion</b>	6,653,601	6,780,349	6,915,956	7,054,275	7,195,361
<b>Project Submissions</b>	(7,449,817)	(10,981,397)	(9,889,729)	(9,213,220)	(8,438,532)
<b>Tree Replacement-Removal</b>	796,216	1,537,028	1,537,028	1,537,028	
<b>Under/(Over) Submissions</b>	-	(2,664,020)	(1,436,745)	(621,917)	(1,243,171)

### Project Submissions:

Project Type	Project #	Project Description	Region	2015	2016	2017	2018	2019+
	LI-4539-14	Vellore Village South BL 39 - Consulting/Design/Construction	Ward 3	351,583				
	LI-4540-15	Vellore Village South BL39 - Resource Materials	Ward 3	37,500	37,500			
	LI-4541-16	Vellore Village South BL 36 - Furniture and Equipment	Ward 3		26,200			
	LI-4542-16	Vellore Village South BL39 - Communications and Hardware	Ward 3		15,700			
	LI-4544-13	Vellore Village North Community Library - Furniture and Equipment	Ward 3					26,200
	LI-4545-13	Vellore Villiage North Community Library - Communication and Hardware	Ward 3					15,700
	LI-4546-13	Vellore Villiage North Community Library - Resource Materials	Ward 3				38,625	38,625
	PK-6287-16	UV2-D1 - Block 18 District Park Development	Ward 4		68,873	612,516		
	PK-6305-15	North Maple Regional Park Phase I Construction	Ward 1	437,750				
	PK-6308-18	UV1-N25 - Block 40 Neighbourhood Park Design & Construction	Ward 3				120,103	
	PK-6309-19	UV1-N28 - Block 40 Neighbourhood Park Design and Construction	Ward 3					62,591
	PK-6310-18	UV1-N29 - Block 47 Neighbourhood Park Design & Construction	Ward 1				129,597	
	PK-6347-18	LP-N6 Block 12 Linear Park- Design and Construction	Ward 4				15,440	
	PK-6348-19	LP-N9 Block 12 Linear Park	Ward 4					17,828
	PK-6357-15	Agostino Park - Expansion Design & Construction	Ward 4	52,537				
	PK-6365-15	UV1-D4 - Block 40 District Park Construction	Ward 3	356,466				
	PK-6398-19	VMC30-6 - Block 30 Urban Square Design and Construction	Ward 4					55,660
	PK-6401-16	61W-N2 - Block 61 Neighbourhood Park Design and Construction	Ward 1		52,094			
	PK-6402-19	61W-S7 - Block 61 Urban Square Design and Construction	Ward 1					29,756
	PK-6414-18	UV1-S1 - Block 40 Urban Square Design and Construction	Ward 3				57,096	



## Funding Source: Capital From Taxation

### Forecasted: Capital From Taxation

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<b>Funding from Taxtion</b>	6,653,601	6,780,349	6,915,956	7,054,275	7,195,361
<b>Project Submissions</b>	(7,449,817)	(10,981,397)	(9,889,729)	(9,213,220)	(8,438,532)
<b>Tree Replacement-Removal</b>	796,216	1,537,028	1,537,028	1,537,028	
<b>Under/(Over) Submissions</b>	-	(2,664,020)	(1,436,745)	(621,917)	(1,243,171)

### Project Submissions:

Project Type	Project #	Project Description	Region	2015	2016	2017	2018	2019+
	PK-6424-19	61W-N3 - Block 61 Neighbourhood Park Design and Construction	Ward 1					63,903
	PK-6425-19	61W-G8 - Block 61 Greenway Park Design and Construction	Ward 1					74,626
	PK-6426-19	CC11-P2 - Block 11 Carville Centre Parkette Design and Construction	Ward 4					18,640
	PK-6428-19	VMC29-1 - Block 29 Neighbourhood Park Design and Construction	Ward 4					60,864
	PK-6429-19	VMC29-10 - Block 29 Urban Square Design and Construction	Ward 4					36,276
	PK-6430-17	VMC30-7 -Block 30 VMC Park Design and Construction	Ward 4			116,719		
	PK-6432-19	61E-P4 - Block 61 Parkette Design and Construction	Ward 1					15,196
	PK-6433-17	Active Together Master Plan 5 year update	City-Wide			13,859		
	PK-6445-19	KA-P4 Kipling Avenue Area Parkette	Ward 2					13,164
	PK-6446-19	KA-N1- Kipling Avenue area Neighbourhood Park Design and Construction	Ward 2					67,761
	PK-6447-19	KA-P2 Kipling Avenue Area Parkette	Ward 2					16,915
	PK-6448-19	KA-P3 Kipling Avenue Area Parkette	Ward 2					20,374
	PK-6449-19	VMC29-13 - Block 29 Park Design and Construction	Ward 4					185,084
	PK-6450-19	YS1-N2 - Block 1 Neighbourhood Park Design and Construction	Ward 5					85,175
	PK-6451-19	YS1-P1 Block 1 Parkette Design and Construction	Ward 5					17,950
	PK-6455-15	UV2-N19 - Block 12 Neighbourhood Park Design and Construction	Ward 4	154,221				
	PK-6456-18	61W-N4 - Block 61 Neighbourhood Park Design and Construction	Ward 1				92,261	
	PK-6457-19	UV1-N30 - Block 47 Neighbourhood Park Design and Construction	Ward 1					47,831
	PK-6496-15	CC17-P3 Block 17 Parkette-Design and Construction	Ward 4	9,896				
	PK-6497-15	KA-S5 Block 51- Public Square- Design and Construction	Ward 2	28,915				
	PK-6498-16	WVEA59-D1 Block 59 District Park-Design and Construction	Ward 2		518,935			

## Funding Source: Capital From Taxation

### Forecasted: Capital From Taxation

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<b>Funding from Taxtion</b>	6,653,601	6,780,349	6,915,956	7,054,275	7,195,361
<b>Project Submissions</b>	(7,449,817)	(10,981,397)	(9,889,729)	(9,213,220)	(8,438,532)
<b>Tree Replacement-Removal</b>	796,216	1,537,028	1,537,028	1,537,028	
<b>Under/(Over) Submissions</b>	-	(2,664,020)	(1,436,745)	(621,917)	(1,243,171)

### Project Submissions:

Project Type	Project #	Project Description	Region	2015	2016	2017	2018	2019+
	PK-6499-18	CC11-N1(Carrville District Centre) Neighbourhood Park Design	Ward 4				119,582	
	PK-6500-15	WP13 Block 52 Neighbour Park-Design and Construction	Ward 2	23,839				
	PK-6521-15	MS1 Block 19 Neighbourhood Park Design and Construction	Ward 4	40,214				
	PK-6522-15	MS2 Block 19 Neighbourhood Park Design and Construction	Ward 4	23,075				
	PK-6523-15	Off Leash Dog Park-Community Consultation	City-Wide	2,575				
	PK-6524-17	WVEA Block 59 Sports Field-Design and Construction	Ward 2			274,186		
<b>Growth Co-Funding Total</b>				<b>3,348,989</b>	<b>6,797,158</b>	<b>1,811,105</b>	<b>646,904</b>	<b>1,385,461</b>
<b>Replacement/Technology</b>	AV-9532-15	Access Vaughan Phase II - Step E	City-Wide	50,500				
	BU-0007-18	Questica Teambudget Development	City-Wide				86,520	
	EP-0071-17	Primary and Alternate Emergency Operations Centres	City-Wide			128,910		
	EP-0080-15	EOC Common Operating Dashboard	City-Wide	32,445				
	ES-2521-15	Community Sustainability and Environmental Master Plan Renewal	City-Wide	4,890				
	FI-0073-17	New Property Tax System	City-Wide			154,500		
	FL-5250-18	PKS-FORESTRY-Replace Unit #1015 with backhoe loader & attachments	City-Wide				25,700	
	FL-5333-17	PKS-HORT- Replace Unit#1352 with 1 ton reg. cab 4x4 dump truck	City-Wide			28,900		
	IT-2502-14	Electronic Document Management System	City-Wide				655,000	1,136,200
	IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	City-Wide	154,500	154,500	154,500	154,500	
	LI-4504-13	Library Technology Upgrade	City-Wide	140,000	140,000	140,000	140,000	140,000
	LI-4512-17	Maple Library Renovations	Ward 1			946,700		
	RP-2013-15	Street Light Pole Replacement Program	City-Wide	309,000	309,000	309,000	309,000	
	RP-6700-15	Tree Planting Program-Regular	City-Wide	562,148	562,148	562,148	562,148	
	RP-6739-15	Tree Replacement Program-EAB	City-Wide	365,959	365,959	365,959	365,959	
	RP-6753-16	CTS Mobile Handheld Program	City-Wide		157,220			157,220
	RP-6755-15	Ice Storm Tree Replacement Strategy	City-Wide	1,537,028	1,537,028	1,537,028	1,537,028	

## Funding Source: Capital From Taxation

### Forecasted: Capital From Taxation

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<b>Funding from Taxtion</b>	6,653,601	6,780,349	6,915,956	7,054,275	7,195,361
<b>Project Submissions</b>	(7,449,817)	(10,981,397)	(9,889,729)	(9,213,220)	(8,438,532)
<b>Tree Replacement-Removal</b>	796,216	1,537,028	1,537,028	1,537,028	
<b>Under/(Over) Submissions</b>	-	(2,664,020)	(1,436,745)	(621,917)	(1,243,171)

### Project Submissions:

Project Type	Project #	Project Description	Region	2015	2016	2017	2018	2019+
	RP-6757-15	Tree Planting - Regular - Additional Costs	City-Wide	413,655	413,655	413,655	413,655	
<b>Replacement/Technology Total</b>				<b>3,570,125</b>	<b>3,639,510</b>	<b>4,741,300</b>	<b>4,249,510</b>	<b>1,433,420</b>
<b>New Initiatives</b>	BF-8094-18	Al Palladini Community Centre Pool Change Rooms Redesign and Add Youth Room	Ward 2				1,081,500	
	BF-8271-18	East District Parks Yard Parking Lot Modifications	Ward 4				102,000	
	BF-8331-18	Al Palladini Community Centre Construct a Storage Room	Ward 2				30,900	
	BF-8350-18	Security Camera Installations Various Parks	City-Wide				74,500	
	BF-8410-17	Installation of Fencing to the Indoor Bocce Courts at MCC, FEBCC,DCCC, CCC	City-Wide			66,950		
	BF-8419-18	Installation of Wall Matting at 8 Different Recreation Facilities	City-Wide				77,250	
	BF-8437-18	Sound Attenuations Partitions in Building Standards and PurchasingDepartments	Ward 1				56,650	
	BF-8471-17	Merino Centennial Centre - Parking Lot Expansion	Ward 1			88,400		
	BF-8477-16	CCTV Connection to City's Network (8 out of approx. 25 locations)	City-Wide		107,100	107,100	107,100	
	BF-8480-15	City Hall & JOC - Master Plan Study for Internal Space Utilization	Ward 1	283,300				
	BF-8482-17	Vellore Village C.C. - Renovations	Ward 1			502,700		
	BF-8483-17	Maple C.C. - Renovations	Ward 1			368,800		
	BF-8484-17	North Thornhill C.C. - Modify gym divider	Ward 5			74,200		
	BF-8485-17	Dufferin Clark C.C. - Renovations	Ward 5			368,800		
	BF-8486-17	New Sidewalk from Rutherford Rd south along Pierre Berton ResourceLibrary	Ward 2			87,000		
	CD-1853-18	Lay-by Parking on Vellore Woods Boulevard	Ward 3				154,500	
	CD-1883-18	Right Turning Lane - Willis Road and Pine Valley Drive	Ward 3				103,000	
	CD-1907-16	Creation of CAD Standards	City-Wide		51,500			
	CD-1938-18	Streetscape Maple Area - Phase 3	Ward 1				154,500	2,657,400
	CD-1939-18	Streetscape Maple Area - Phase 2	Ward 1				139,050	1,251,450
	CD-1949-17	Pedestrian Link Feasibility Study	Ward 2			35,535		
	CD-1962-18	Hydro-Geological Study for Anthony Lane	Ward 5				154,500	
	CL-2520-18	City Archives Outreach Equipment	City-Wide				22,660	

## Funding Source: Capital From Taxation

### Forecasted: Capital From Taxation

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<b>Funding from Taxtion</b>	6,653,601	6,780,349	6,915,956	7,054,275	7,195,361
<b>Project Submissions</b>	(7,449,817)	(10,981,397)	(9,889,729)	(9,213,220)	(8,438,532)
<b>Tree Replacement-Removal</b>	796,216	1,537,028	1,537,028	1,537,028	
<b>Under/(Over) Submissions</b>	-	(2,664,020)	(1,436,745)	(621,917)	(1,243,171)

### Project Submissions:

Project Type	Project #	Project Description	Region	2015	2016	2017	2018	2019+
	CL-2523-19	High Density Mobile Shelving Retrofit	City-Wide					22,000
	FL-5215-17	PKS-Additional 2 ton 4x4 crew cab dump truck	City-Wide			67,000		
	FL-5221-17	PKS- Additional sand sifters	City-Wide			72,100		
	FL-5274-18	PKS- Additional loader and fork attachment for Unit #1856	City-Wide				20,600	
	FL-5275-18	PKS- Additional loader and fork attachment for Unit #1857	City-Wide				20,600	
	FL-5276-18	PKS- Additional loader and fork attachment for Unit #1858	City-Wide				20,600	
	FL-5278-17	PKS- Additional dual stream compactor refuse truck	City-Wide			133,900		
	FL-5285-18	PKS-FORESTRY- Additional 9" drum chipper	City-Wide				36,050	
	FL-5286-18	PKS-FORESTRY- Additional 16 ft. log trailer with crane lift	City-Wide				20,600	
	FL-5290-18	PW-RDS-Additional Small Equipment	City-Wide				36,100	
	FL-5291-19	Public Works - Roads - (3) Additional slide-in salters	City-Wide					24,700
	FL-5292-18	PW-RDS- Additional concrete grinder	City-Wide				36,100	
	FL-5293-18	PW - RDS - 1 New additional Anti-Icing Tank	City-Wide				25,800	
	FL-5295-18	PW-RDS- Additional steamer/generator	City-Wide				51,500	
	FL-5452-15	PKS-Buy out sidewalk plow lease	City-Wide	36,900				
	HR-9533-14	Attendance Management Automation	City-Wide			103,000		
	LI-4550-17	Library Branch Signage	City-Wide			105,000		
	PK-6093-19	Concord Thornhill Regional Park - Skate Park/Basketball Courts	Ward 5					679,545
	PK-6108-18	Riverside Park - Tennis Court Design & Construction	Ward 5				159,908	
	PK-6275-18	Rimwood Park - Fencing	Ward 1				46,453	
	PK-6296-18	Bathurst Estate Park - Tennis Lighting	Ward 5				107,197	
	PK-6302-16	Off Leash Free Dog Park	City-Wide		136,500			
	PK-6314-19	Vaughan Crest Park - Shade Structure	Ward 5					173,529
	PK-6324-19	Veterans Park - Bocce Court Construction	Ward 2					89,430
	PK-6329-17	Civic Centre - Public Square Design	Ward 1			262,700		
	PK-6340-17	Frank Robson Park - Ball Diamond Irrigation System	Ward 1			86,469		
	PK-6349-18	Vaughan Grove Sports Park - OSA Sports Lighting	Ward 2				473,208	
	PK-6355-19	Vaughan Mills Park - Shade Structure	Ward 2					53,393

## Funding Source: Capital From Taxation

### Forecasted: Capital From Taxation

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<b>Funding from Taxtion</b>	6,653,601	6,780,349	6,915,956	7,054,275	7,195,361
<b>Project Submissions</b>	(7,449,817)	(10,981,397)	(9,889,729)	(9,213,220)	(8,438,532)
<b>Tree Replacement-Removal</b>	796,216	1,537,028	1,537,028	1,537,028	
<b>Under/(Over) Submissions</b>	-	(2,664,020)	(1,436,745)	(621,917)	(1,243,171)

### Project Submissions:

Project Type	Project #	Project Description	Region	2015	2016	2017	2018	2019+
	PK-6369-18	Rosemount Community Centre/City Playhouse - Ball Diamond Fence	Ward 5				32,064	
	PK-6371-19	North Thornhill Community District Park - Shade Structure	Ward 4					209,094
	PK-6416-18	Memorial Hill - Cultural Landscape Revitalization Study	Ward 2				73,439	
	PK-6417-19	Maple Nature Reserve - Master Plan Update	Ward 4					73,439
	PK-6423-19	Glen Shields Park - Shade Structure	Ward 5					79,954
	PK-6442-18	Concord Thornhill Regional Park -Washroom and Change Room	Ward 5				730,000	
	PK-6444-19	Park Furnishings Improvements	City-Wide					207,000
	PK-6476-18	Matthew Park - Shade Structure	Ward 3				134,487	
	PK-6517-16	McNaughton Park-Soccer Field Fencing Extension	Ward 1		76,756			
	RE-9519-17	Vaughan Art Gallery Site Study	City-Wide			51,500		
	RE-9527-17	Events Strategy	City-Wide			50,000		
	RP-6741-17	Maple Community Centre-Landscape & Traffic Safety Improvements	Ward 1			180,250		
	RP-6745-17	Nashville Cemetery-Road Extension	Ward 1			57,700		
	RP-6751-17	Sports Field Safety Fencing for Spectators at Vaughan Grove Sports Complex	Ward 2			91,927		
	RP-6760-17	Pedestrian Connectivity Study	Ward 5			117,420		
	RP-6761-18	Melville Avenue Operational Review	Ward 1				33,990	
<b>New Initiatives Total</b>				<b>320,200</b>	<b>371,856</b>	<b>3,078,451</b>	<b>4,316,806</b>	<b>5,520,934</b>
<b>Grand Total</b>				<b>7,449,817</b>	<b>10,981,397</b>	<b>9,889,729</b>	<b>9,213,220</b>	<b>8,438,532</b>

**Funding Source: Debenture Financing**

Forecasted: Debenture Financing			2014	2015	2016	2017	2018	2019
Debenture Financing - Budget			9,245,225	9,245,225	9,245,225	9,245,225	9,245,225	
Project Submissions				(4,010,135)	(6,882,223)	(43,178,751)	(12,230,845)	(50,468,178)
Under/(Over) Submissions				5,235,090	2,363,002	(33,933,526)	(2,985,620)	(50,468,178)
<b>Project Submissions:</b>								
<b>Number</b>	<b>Description</b>	<b>Ward</b>						
DP-9542-15	Islington Avenue Streetscape Phase 1	Ward 1	260,003					
DP-9543-15	Centre Street Design and Construction Phase 1	Ward 5	230,806					
DP-9544-15	Streetscape for Concord West by York Region - Highway 7 and KeeleStreet	Ward 4	394,128					
EN-1912-14	2015 Pavement Management Program - Phase 1	Ward 2, Ward 3, Ward 4	863,211					
EN-1914-14	2015 Road Rehabilitation and Watermain Replacement - Phase 1	Ward 1	805,888					
EN-1915-14	2015 Road Rehabilitation and Watermain Replacement - Phase 2	Ward 3	510,084					
EN-1944-13	2014 Road Rehabilitation and Watermain Replacement - Phase 3	Ward 2	543,800					
RP-6758-15	Railway Crossing Improvements – CPR crossing at Huntington Road	Ward 1	402,215					
CD-2001-16	2018 Road Rehabilitation	City-Wide		345,600			6,995,600	
CD-2015-15	2016 Road Rehabilitation	City-Wide		5,180,300				
EN-1993-14	Bridge Rehabilitation - Willis Road	Ward 2		1,356,323				
BF-8387-17	City Hall Public Square/Underground Parking Structure/Outdoor Rink	Ward 1				20,970,800		
CD-2018-15	2017 Road Rehabilitation	City-Wide				6,548,500		
DT-7120-13	Black Creek Renewal	Ward 4				5,000,000	5,235,245	19,398,230
DT-7121-13	Vaughan Metropolitan Centre NE Storm Water Management Pond	Ward 4				4,568,500		
RP-1972-17	Public Works and Parks Operations Yard Expansion and Upgrade Strategy	Ward 2				6,090,951		31,069,948
<b>Project Submission</b>			<b>4,010,135</b>	<b>6,882,223</b>	<b>43,178,751</b>	<b>12,230,845</b>	<b>50,468,178</b>	

Gas Tax Forecast

Forecasted: Gas Tax			2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
	Gas Tax		18,023,460	7,119,306	170,423	1,197,835	2,295,876	4,450,793	4,581,889	4,639,163	4,697,152	4,755,867	4,815,315
	Commitments		(19,698,680)										
	Collections		8,797,326	8,347,874	8,765,268	8,765,268	9,182,662	9,182,662	9,641,795	9,641,795	10,123,885	10,123,885	10,630,079
	Expenses		(2,800)										
	Interest			45,278	8,498	21,700	41,905	56,104	57,274	57,990	58,714	59,448	60,191
	Project Submissions			(15,342,035)	(7,746,355)	(7,688,927)	(7,069,650)	(4,610,000)	-	-	-	-	-
	Forecasts							(4,497,670)	(9,641,795)	(9,641,795)	(10,123,885)	(10,123,885)	(10,630,079)
	Under/(Over) Submissions		7,119,306	170,423	1,197,835	2,295,876	4,450,793	4,581,889	4,639,163	4,697,152	4,755,867	4,815,315	4,875,507
Project Submissions													
Number	Description	Ward											
BF-8487-15	Building Condition Audits	City-Wide		110,000	110,000	110,000	110,000	110,000					
CD-1920-15	2015 Road Rehabilitation and Watermain Replacement - Phase 3	Ward 2		1,390,000									
CD-2012-15	Active Transportation Facility on McNaughton Road - Keele Street to Major Mackenzie Drive	Ward 4		253,000									
CD-2013-15	Sidewalk (walkway) Replacement between Islington Avenue & Dorengate Drive	Ward 2		55,000	165,000								
CD-2015-15	2016 Road Rehabilitation	City-Wide		275,350	2,782,000								
CD-2018-15	2017 Road Rehabilitation	City-Wide		339,900		2,818,200							
EN-1886-12	Bridge Rehabilitation - Humber Bridge Trail	Ward 1		1,500,000									
EN-1888-13	Bridge Rehabilitation - Glen Shields Avenue	Ward 5		1,500,400									
EN-1950-13	Clarence Street Slope Stabilization - Phase 2	Ward 2		500,000									
FL-5298-15	BYLAW- Additional 1/2 ton eco-diesel pickup	City-Wide		7,500									
FL-5299-15	BYLAW- Additional 1/2 ton eco-diesel pickup	City-Wide		7,500									
PK-6474-15	Keffer Marsh - Bridge Replacement	Ward 4		89,726									
RP-2035-15	Curb and Sidewalk Repair & Replacement	City-Wide		1,700,000	1,800,000	1,900,000	2,000,000						
RP-2058-15	LED Streetlight Conversion	City-Wide		1,500,000	1,500,000	1,500,000	1,500,000	4,500,000					
EN-1912-14	2015 Pavement Management Program - Phase 1	Ward 2, Ward 3, Ward 4		2,544,659									
EN-1913-14	2015 Pavement Management Program - Phase 2	Ward 1, Ward 5		3,569,000									
CD-1986-16	Sidewalk on Basaltic Road and Planchet Road - Langstaff Rd to Cul-de-sac/220 Basaltic Roadde-sac	Ward 4			228,800								
EN-1889-13	Bridge Replacement/ Rehabilitation Environmental Assessment - KingVaughan Road	Ward 1			500,000								
PK-6373-16	Pedestrian & Bicycle Master Plan (Off Road System) - Construction	Ward 2			460,000								
PK-6384-16	Uplands Golf and Ski Centre - Hiking Trail/Pathways Improvements	Ward 5			91,650	91,650	91,650						
PK-6405-16	Don and Humber River System Trail Signage	Ward 1, Ward 2, Ward 4, Ward 5			108,905								
PK-6404-17	Glen Shields Park - Pathway Lighting	Ward 5				269,675							
PK-6406-17	Pedestrian and Bicycle Master Plan (off road system) Design and Construction	City-Wide				593,400							
PK-6441-17	York Hill District Park - Hardscape and Walkway Replacement	Ward 5				406,002							
CD-2001-16	2018 Road Rehabilitation	City-Wide					3,000,000						
PK-6422-18	Pedestrian and Bicycle Master Plan (off road system) Design and Construction	City-Wide					368,000						

Other - Innovation Reserve Forecast

		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Innovation Reserve		2,535,364	2,130,517	(7,969)	241,583	524,442	810,837	1,176,503	1,676,069	2,311,686	2,537,331	2,728,035
Commitments		(436,688)										
Paybacks												
Gradall			119,301	120,101	120,101	120,101	475					
Office of Partnerships							194,848	323,848	452,848	37,527		
Training Tower			58,000	128,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	28,000
Interest on Reserve Balance		31,841	13,184	1,451	4,758	8,294	12,344	17,718	24,769	30,118	32,704	34,275
Project Submissions			(2,328,971)	-	-	-	-	-	-	-	-	-
Closing balance		2,130,517	(7,969)	241,583	524,442	810,837	1,176,503	1,676,069	2,311,686	2,537,331	2,728,035	2,790,311
Project Submissions:												
Number	Description	Ward										
	Office of Partnerships - Executive Director		1,008,971									
	Training Tower - Vaughan Fire & Rescue Services		1,320,000									
Project Submissions Forecast			2,328,971	-	-	-	-	-	-	-	-	-
			(7,969)	241,583	524,442	810,837	1,176,503	1,676,069	2,311,686	2,537,331	2,728,035	2,790,311



Other - Investing in Ontario Grant

Forecasted Infrastructure		2014	2015	2016	2017	2018	2019
Open balance, after commitments			1,125,234	1,070,234	582,273	538,273	538,273
	Investing in Ontario	2,012,917					
	Commitments	(887,683)					
	Collections						
	Expenses	-					
	Interest						
	Project Submissions		(55,000)	(487,961)	(44,000)	-	(223,300)
Closing balance		1,125,234	1,070,234	582,273	538,273	538,273	314,973
Project Submissions:							
Number	Description	Ward					
CD-1982-15	Sidewalk on Old Weston Road - Steeles Avenue West to Weston Road	Ward 3	55,000	0	0	0	0
EN-1993-14	Bridge Rehabilitation - Willis Road	Ward 2	0	151,361	0	0	0
EN-1994-14	Bridge Rehabilitation - Nort Johnson District Park	Ward 2	0	336,600	0	0	0
CD-1985-17	Sidewalk on Doney Crescent - Keele Street to Cul-de-sac	Ward 4	0	0	44,000	0	223,300
Project Submissions			55,000	487,961	44,000	-	223,300
Forecast							
			1,070,234	582,273	538,273	538,273	314,973

### Other - Municipal Roads Infrastructure Grant

Forecasted Infrastructure			2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open balance, after commitments				462,247	462,247	274,926	274,926	(65,074)	(65,074)	(65,074)	(65,074)	(65,074)	(65,074)
	Municipal Roads Infrastructure		752,256										
	Commitments		(232,271)										
	Collections												
	Expenses		(57,738)										
	Interest												
	Project Submissions		-	(187,321)	-	(340,000)	-		-	-	-	-	-
	Closing balance		462,247	462,247	274,926	274,926	(65,074)	(65,074)	(65,074)	(65,074)	(65,074)	(65,074)	(65,074)
Project Submissions:													
Number	Description	Ward											
EN-1993-14	Bridge Rehabilitation - Willis Road	Ward 2	0	187,321	0	0							
CD-1883-18	Right Turning Lane - Willis Road and Pine Valley Drive	Ward 3	0	0	0	340,000							
	Project Submissions		-	187,321	-	340,000	-		-	-	-	-	-
	Forecast												
			462,247	274,926	274,926	(65,074)	(65,074)		(65,074)	(65,074)	(65,074)	(65,074)	(65,074)

# Attachment 5: Innovation Reserve Applications

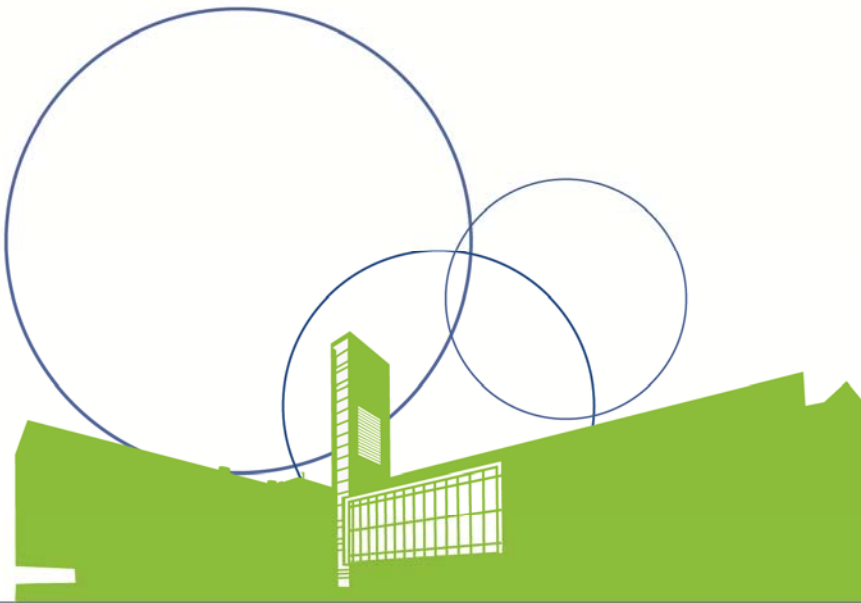
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**Draft 2015 Budget and 2016-2018 Plan  
Finance, Administration and Audit  
Committee  
January 12, 2015**



# Office of Partnerships: Innovation Reserve Application

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<b>Innovation Reserve Application</b>
---------------------------------------

Business Unit #

020035

Executive Director

022 - Executive Director; City Manager

Program Review Classification

**Request Description.** Please provide brief answers to explain the What, Why and How for this request.

**What:** Briefly describe the project

To create an Office of Partnerships. Best practices of municipalities with a sponsorship program strongly suggest that the success of the program is enhanced when there is a centralized point of contact for enquiries, coordination, consistency in valuations and on-going support and liaison with existing sponsors to maintain and build on the existing partnerships.

**Why?** Describe how this request leverages innovation and creativity to reduce future costs to the City. Please describe any qualitative improvements as well (e.g. customer service improvements, higher quality data, future cost avoidance, safety, response times, morale)

**Quantitative/Financial Benefits:**

The funding of the City's 2013 and 2014 operating budget is funded 66 per cent from taxation. There is a diverse set of revenue-generating opportunities such as naming rights, signage, product placement, etc...that could be leveraged through a dedicated Office of Partnerships. The Marketing Partnership Strategy (Attached) estimates there is an opportunity to generate a cumulated total of \$3.4 million (GROSS) in new sponsorship revenue over the first five-year period. Thereafter, the City should be able to sustain a minimum \$1 – 1.5 Million (GROSS) annual target for new revenue.

**Qualitative/Non-Financial Benefits:**

Vaughan can embrace a culture that encourages businesses of all sizes to participate in civic-oriented activities by taking a "client-driven" approach toward establishing partnerships that support existing facilities, programs, services or events. Sponsorship includes encouraging the private sector to come forward with their own ideas on how they can contribute to community life in Vaughan such as building legacy facilities, improving the environment and parklands and supporting cultural or economic development initiatives.

**Methods:** State how the general objectives will be achieved. How will project results be monitored/determined?

To oversee the roll-out and management of the program, a Working Group comprised of key representatives from various departments has been established and will monitor the program on an ongoing basis to ensure that the program aligns with corporate objectives. This committee would meet every quarter and their role would include maintaining the strategic direction for the program, approving assets to be marketed and overall benefits of programs, overseeing the sales and servicing processes and monitoring the program to ensure that it meets the City's ethical standards. Furthermore, a five year roll out strategy has been prepared (Attached pgs. 45-46)

**Feasibility:** What research was performed to establish the feasibility of the project?

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Facility Study                     | <input type="checkbox"/> Pilot Project                |
| <input checked="" type="checkbox"/> Comparison to Other Municipalities | <input checked="" type="checkbox"/> Industry Standard |
| <input checked="" type="checkbox"/> Published research                 | <input type="checkbox"/> Other (explain below)        |

Describe the results of the research performed (include study results with submission, if applicable)

Please see attached reports and Final Marketing Partnership Strategy. The working group also had the opportunity to meet with the Director of the Toronto Partnership Office who provided valuable insight and materials that directly relate to Sponsorship.

### **Targets & Milestones**

Please include a timeline of key activities/events (attach extra sheet if required)

Activity Description	Time Required	Person Responsible

### **Outputs**

State what the project will deliver and how the results/information will be disseminated

The project will deliver on providing the corporation with non taxation revenue that will be used for a variety of activities. A proposed formula has been prepared to illustrate how revenue would be used. During the first two years which will be critical in building and branding the program, the funds will be used to hire two FTE on 12 month contracts - One position will be at a MANager level while the other will be a mid-level support. In addition, funds will be used to create marketing materials and establish the office so it can begin to produce partnership revenue.

### **Evaluation & Impact**

What are your measures of success, both quantitative and qualitative? How will you know if the project has succeeded in meeting its goals? (evaluations should be measurable, meaningful, specific, and time constrained)?

The evaluation of the program will be measured quarterly against a business plan that follows the aforementioned five year plan. Realstic partnership revenue goals will be set annually to meet at minimum the targets identified in the strategy.

# DRAFT

## Risk Assessment

Please choose the closest answer for all of the following factors:

Risk Factor		
Complexity	Multiple aspects/low difficulty	1
Scope/Outcome	Defined with few identified problems	1
Experience	Breakthrough	3
Timeframe	2-4 years	2
Constraints/Delegation	Few/Primarily Internal	0
Mgmt Level	Unit	0
Cost Element	Actuals/Signed Contracts	0

Total Points (Max. 21)

7

Risk Level

Medium

## Financial Detail

Funds Requested \$ 917,246 (see attached payback schedule)

## Projected Savings

BU	Object Code	Year	Amount

CITY OF VAUGHAN  
Financial Planning & Analytics

SEP 16 2014

F. P. & A.  
RECEIVED

## Director Approval:

Date: \_\_\_\_\_

## Commissioner Approval:

*David G. H. B. S.*

Date: sep 16/14

## Finance Review:

Date: \_\_\_\_\_

## Innovation Approval:

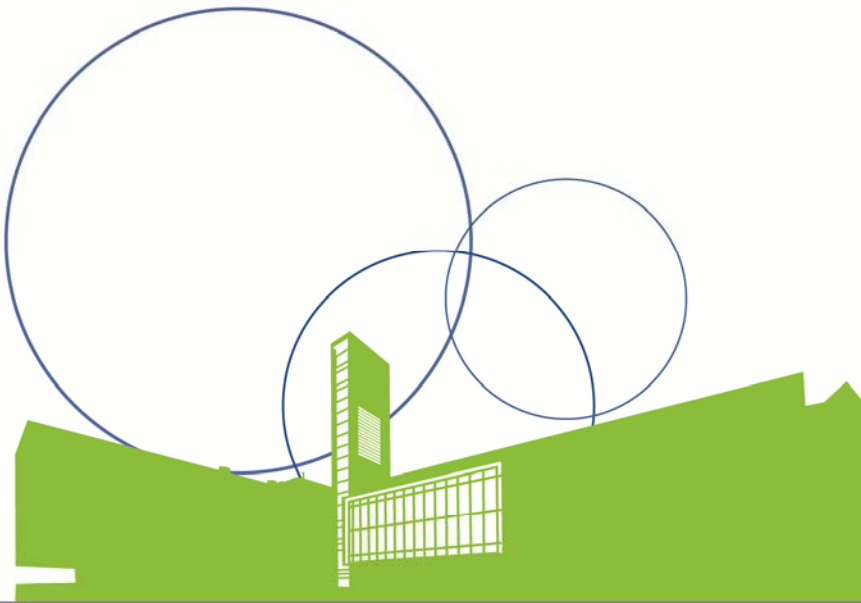
Date: \_\_\_\_\_

			2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Capital Project Cost	917,246											
Total Reserve Payment Required	1,008,971											
Innovation Reserve Balance (Year End)			1,008,971	1,008,971	1,008,971	1,008,971	814,123	490,275	37,427	(544,421)	(1,126,269)	(1,708,117)
Budget Reallocation												
Anticipated Revenue		Potential Annual Revenue (Low Estimates)			Year 1 (10%)	Year 2 (20%)	Year 3 (40%)	Year 4 (50%)	Year 5 (60%)	Year 7 (70%)	Year 8 (70%)	Year 9 (70%)
020035	3618 - Naming Rights	(400,000)			(40,000)	(80,000)	(160,000)	(200,000)	(240,000)	(280,000)	(280,000)	(280,000)
020035	3618 - Program Partnership	(250,000)			(25,000)	(50,000)	(100,000)	(125,000)	(150,000)	(175,000)	(175,000)	(175,000)
020035	3618 - Event Partnership	(100,000)			(10,000)	(20,000)	(40,000)	(50,000)	(60,000)	(70,000)	(70,000)	(70,000)
020035	3618 - Themed Community Initiatives	(200,000)			(20,000)	(40,000)	(80,000)	(100,000)	(120,000)	(140,000)	(140,000)	(140,000)
020035	3618 - Website Advertising	(15,000)			(1,500)	(3,000)	(6,000)	(7,500)	(9,000)	(10,500)	(10,500)	(10,500)
020035	3618 - Interior Signage Advertising	(50,000)			(5,000)	(10,000)	(20,000)	(25,000)	(30,000)	(35,000)	(35,000)	(35,000)
020035	3618 - Exterior Signage - Outdoor Billboards	(50,000)			(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
020035	3618 - Publications - Advertising	(75,000)			(7,500)	(15,000)	(30,000)	(37,500)	(45,000)	(52,500)	(52,500)	(52,500)
020035	3618 - Facility Partnerships	(50,000)					(20,000)	(25,000)	(30,000)	(35,000)	(35,000)	(35,000)
020035	3618 - Employee Benefits Program	(50,000)				(10,000)	(20,000)	(25,000)	(30,000)	(35,000)	(35,000)	(35,000)
020035	3618 - Pouring - Product Rights / Vending Machines	(25,000)				(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
020035	3618 - Unsolicited Partner Proposals	(100,000)			(10,000)	(20,000)	(40,000)	(50,000)	(60,000)	(70,000)	(70,000)	(70,000)
Total Anticipated Revenue		(1,365,000)	-	-	(169,000)	(323,000)	(591,000)	(720,000)	(849,000)	(978,000)	(978,000)	(978,000)
Cost Increases												
	Pilot Project (2 Staff - 2 yr contracts - Gr 9, Gr 5)		220,489	236,910								
	Marketing & Design		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	Ongoing Staff Cost (continuation beyond pilot)				254,015	271,832	283,152	283,152	283,152	283,152	283,152	283,152
	Servicing (5% of projected revenue)				13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Total Cost Increases			320,489	336,910	367,015	384,832	396,152	396,152	396,152	396,152	396,152	396,152
	Innovation Reserve Repayment		-	-	-	-	(194,848)	(323,848)	(452,848)	(581,848)	(581,848)	(581,848)



# Fire Training Tower: Innovation Reserve Application

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<b>Innovation Reserve Application</b>
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Business Unit #

100180

Fire Training

100 - Fire and Rescue Services

Program Review Classification

**Request Description.** Please provide brief answers to explain the **What, Why and How** for this request.

**What:** Briefly describe the project

The VFRS must have a high degree of competence in order to ensure the health and safety of the firefighters and meet service level expectations. The primary function of the facility would be used to train the VFRS firefighters in the latest techniques of firefighting and control of emergency situations. The intent the project is to also address the needs of other internal and external stakeholders who have an immediate need for a training tower.

**Why?** Describe how this request leverages innovation and creativity to reduce future costs to the City. Please describe any qualitative improvements as well (e.g. customer service improvements, higher quality data, future cost avoidance, safety, response times, morale)

**Quantitative/Financial Benefits:**

It is conceivable that the training facility would accommodate and serve college pre-service programs, regional training schools, the Municipal Health and Safety Association, the York Region Training Officer Association, other York Region fire services, YRP, York Region EMS, industry, and private training companies, on a per fee basis. Annually the VFRS spends \$30-\$35 thousand to rent a training facility for the firefighters, recruit program, and acting captain supervisory training. A training facility in the City would eliminate the costs and needs for VFRS to rent offsite facilities.

**Qualitative/Non-Financial Benefits:**

Firefighters must perform ongoing comprehensive specialized training, to ensure firefighter safety and job performance efficiency. Every firefighter must have the necessary capabilities, knowledge, practical experience and specialized skills to perform assigned tasks. A training facility would assist in meeting the requirements of the MOL Section 21, NFPA 1500, and provincial coroner's inquest recommendations. Hands-on training is a daily, ongoing responsibility, and the development of new programs which incorporate the use of the facility will assist in our pursuit of best practices and would commensurate with the duties and functions that they must perform.

**Methods:** State **how** the general objectives will be achieved. How will project results be monitored/determined?

Promote Vaughan as a preferred business location - through partnering we will capitalize on the development of Vaughan as a connected community. Create a climate that promotes innovation - this project would prove to be an innovative success showcasing VFRS as a leader in emergency service training. Encourage strategic partnerships - stakeholders can enter into shared use agreements with the City/VFRS. Enhance community safety - this project will improve the ability of the VFRS firefighter to protect the community, as well as enhance interoperability training and response with police, and EMS.

## DRAFT

**Feasibility:** What research was performed to establish the feasibility of the project?

- |  |  |
|--|--|
| <input type="checkbox"/> Facility Study                                | <input type="checkbox"/> Pilot Project         |
| <input checked="" type="checkbox"/> Comparison to Other Municipalities | <input type="checkbox"/> Industry Standard     |
| <input type="checkbox"/> Published research                            | <input type="checkbox"/> Other (explain below) |

Describe the results of the research performed (include study results with submission, if applicable)

A comparative analysis was performed to provide an understanding of what other organization have done to address their training needs. The attached document will demonstrate that many municipalities with training facilities have invested monies over extended periods of time as capital budgets would allow in response to the growing needs of their specific fire training requirements. As their facilities expanded, the fire services tended to move towards a revenue generating model in which they would lease out their facility to neighbouring municipalities.

### Targets & Milestones

Please include a timeline of key activities/events (attach extra sheet if required)

Activity Description	Time Required	Person Responsible
Design of the tower	90 days	Oversight by Chief
Construction of the tower	6 months	Project Manager
Build clientele - reach out to stakeholders	6 months	Deputy/CTO
Establish programs / yearly calendar	3 months	CTO
Review of the program	annually	Deputy/CTO

### Outputs

State what the project will deliver and how the results/information will be disseminated

The practical training component of the facility would encompass a multi-storey side split building on the property of the Joint Operation Centre (JOC) training yard. The focal point of the facility would be the training tower (class B fire). Here, valuable, hands-on experience would be gained. This would meet the requirements of NFPA requirements, OHSA Section 21, and Coroner reports. There will be an annual program review and the results will be published in the VFRS Annual Report.

### Evaluation & Impact

What are your measures of success, both quantitative and qualitative? How will you know if the project has succeeded in meeting its goals? (evaluations should be measurable, meaningful, specific, and time constrained)?

The measure of success would be more time for our firefighters engaging in all aspects of firefighting practical training, completing National certifications, and skill development.



# DRAFT

## Risk Assessment

Please choose the closest answer for all of the following factors:

Risk Factor		
Complexity	Multiple aspects/low difficulty	1
Scope/Outcome	Defined with few identified problems	1
Experience	Familiar	1
Timeframe	1 year	1
Constraints/Delegation	Few/Primarily Internal	0
Mgmt Level	Department	1
Cost Element	Benchmarks/Standards	2

Total Points (Max. 21)

7

Risk Level

Medium

## Financial Detail

Funds Requested \$ 1,200,000

## Projected Savings

BU	Object Code	Year	Amount
100180	3618	2015	240,000
100180	7115	2015	35,000

CITY OF VAUGHAN  
Financial Planning & Analytics

SEP 16 2014

F. P. & A.  
RECEIVED

See attached for more detail

Director Approval:

Date: Sep 4/14

Commissioner Approval:

Date: Sep 4/14

Finance Review:

Date:

Innovation Approval:

Date:

[illegible]



## **Business Case**

### Vaughan Fire & Rescue Service Training Tower



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*TRAIN AS IF YOUR LIFE DEPENDS ON IT.....BECAUSE IT DOES!*

# Table of Contents

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# Introduction & Overview

## Introduction

When the fire department responds to an incident, whether it is a fire, a car accident, a medical emergency, a hazardous materials spill or any type of specialized rescue, they are expected to take immediate action to mitigate the emergency. Firefighters need to be knowledgeable and experienced in whatever operation they are performing in order to have a favorable outcome. In today's society, in almost all cases, if there is not a favorable outcome there will be questions asked by the public, the coroner, the police, an insurance company, the Ministry of Labour or the Office of the Fire Marshal, to name a few. The fire service is continually evolving and the types of emergencies that we are called to respond to are more complex than ever. It is therefore expected that training is a daily, ongoing responsibility which goes hand in hand with research and development of new programs, procedures and the pursuit of best practices.

## Overview of Current Situation

On-going maintenance training is essential to ensure technical skills and firefighter safety. The VFRS must have a high degree of competence to achieve the high level of performance that is expected from today's fire service. Every firefighter must have the necessary capabilities, knowledge, practical experience and specialized skills to perform assigned tasks, not only on the fire ground but in everything we do.

## Change in business requirements.....

The changes in our business and the subsequent affects were well illustrated in an article written by Harry R. Carter, Ph.D., MIFireE, an internationally recognized municipal fire protection consultant:

***"We should all be proud of the continuing reduction in the number of fires. The increased emphasis on the delivery of fire prevention and code enforcement services has had the desired effect. The number of fires is down. However, my research indicates that we have not experienced a commensurate percentage decrease in the number of firefighters who are dying... firefighters are still dying in numbers that are greater than the decline in fires would lead you to expect. Why is that?"***

***I am going to suggest that our training of firefighters is not all that it could be.....since we are all seeing less actual fire duty, we must ensure that our personnel receive training that prepares them.....how can you expect people to operate well under pressure of a fireground scenario if they have not experienced heat and smoke recently?"***

***In the first place, there are just not enough training centres to handle the user population that needs them. In the second place, far too many people fail to recognize the need for periodic refresher training within a live fire environment."***



As you can see from the data below, the number of fires is increasing Provincially, however the number of fires in Vaughan continues to fluctuate from year to year.

#### Number of Fires in the City of Vaughan

Occupancies	2010	2011	2012	2013
Assembly	10	6	11	8
Business	1	6	3	1
Industrial	29	34	40	27
Institutional	0	4	0	0
Mercantile	5	6	15	4
Residential	77	81	89	78
Vehicles	82	92	54	71
Other	30	37	55	26
<b>Totals</b>	<b>234</b>	<b>266</b>	<b>267</b>	<b>215</b>

#### Number of Fires In Ontario

Occupancies	2010	2011	2012	20013
Assembly	351	366	330	N/A
Business	204	179	201	N/A
Industrial	559	563	561	N/A
Institutional	118	85	101	N/A
Mercantile	274	280	260	N/A
Residential	5834	5400	5440	N/A
Vehicle	3595	3116	2882	N/A
Other	476	420	416	N/A
<b>Totals</b>	<b>11411</b>	<b>10409</b>	<b>16395</b>	<b>N/A</b>

#### Industry standards and legislated requirements.....

The fire department training division has taken steps to meet legislated requirements and industry standards where possible; however, we have recognized that our ability to do so is limited without access to a training tower within the City of Vaughan.

#### Ministry of Labour

The Ministry of Labour, through the Ontario Fire Service Section 21 Advisory Committee, develops guidelines to advise and make recommendations on matters relating to the occupational health and safety of all firefighters in the Province of Ontario. These guidelines have become "accepted practice" therefore the standard for firefighter protection in Ontario. Ministry of Labour Inspectors will refer to these guidance notes when carrying out their enforcement duties under the Occupational Health and Safety Act and Regulations. The Section 21 Guidance Note 27 entitled "Training Requirements" addresses the Ministry's expectations regarding firefighter training requirements:

***Under the requirements of Section 25(2) (h) of the Occupational Health and Safety Act and more specifically under Section 25(2) (a) the employer is responsible to:***

***Provide information, instruction and supervision to a worker to protect the health or safety of the worker;***

***In order to meet the requirements of this section, it is incumbent upon employers to ensure that firefighters are trained to safely perform to a defined level of response as determined by the employer. Safety proficiency is a function of training, experience, internal review of performance and ongoing training based on deficiencies identified by internal review.***

## National Fire Protection Association (NFPA)

The National Fire Protection Association is an international fire service standards setting body. NFPA standards address all aspects of the fire industry from sprinkler and fire alarms to public fire protection identified in codes and standards. The NFPA, through the development of *NFPA 1500, Standard on Fire Department Occupational Safety and Health Program*, has established minimum training and education requirements for the fire service:

- 5.1.1** *The fire department shall establish and maintain a training and education program with a goal of preventing occupational deaths, injuries, and illnesses.*
- 5.1.2** *The fire department shall provide training and education for all department members commensurate with the duties and functions that they are expected to perform.*
- 5.3.2** *The fire department shall develop a reoccurring proficiency cycle with the goal of preventing skill degradation and potential for injury and death of members.*
- 5.3.3** *The fire department shall develop and maintain a system to monitor and measure training progress and activities of its members.*
- 5.3.4** *The fire department shall provide an annual skills check to verify minimum professional qualifications of its members.*
- 5.3.6** *Members shall practice assigned skill sets on a regular basis but not less than annually.*

## Coroner's Inquest Recommendations

The Jury at the Coroner's Inquest into the death of a City of Barrie firefighter in 2002 identified the need for similar training requirements in the fire service and therefore issued the following recommendations:

- 1.** *"That more live fire training centres be created throughout the province of Ontario."*
- 2.** *"That more live fire training exercises in the form of realistic scenarios be provided for all suppression personnel as often as possible."*

Similarly, but in the interest of public safety rather than just firefighter safety, the Coroner's Inquest into a 1998 Oakville, Ontario fire that took the lives of four people, supported the need to conduct practical training in all areas of firefighting. The Jury recommended the following:

***"Fire Departments have ready access to fire training academies and provide continuous training in emergency operations and incident command, including simulator and live fire scenarios."***



## Project Description

This section proposes that all of the business problems, weaknesses and threats outlined in the previous section can be mitigated by creating a training tower in the City of Vaughan. This training tower would be the key to our fire department, neighbouring fire departments, other emergency services, government agencies, community colleges and private training companies.

### Project Goal

To construct a training tower within the City of Vaughan to ensure the continuous up-grading of all fire personnel in the latest techniques of firefighting, fire prevention, public fire safety education and control of emergency situations.

### Project Objectives

The objective of the proposed training centre is to serve several functions. Obviously, first and foremost, the facility would be used to train personnel of the Vaughan Fire and Rescue Service in the latest techniques of firefighting, fire prevention, public fire safety education and control of emergency situations. However, it is the intent that the project be developed to address the needs of other internal stakeholders as well as external stakeholders, as a means of generating revenue to service the payment of the Innovation fund loan.

### Scope

The practical training component of the facility would encompass a multi-storey side split building on the property of the Joint Operation Centre (JOC) training yard. The JOC training division facility is diverse in nature, as it is also able to provide a learning environment for both theoretical and practical lessons.

The focal point of the VFRS Training Division would be the training tower (class B fire). Here, valuable, hands-on experience would be gained. Advances in firefighting equipment and protective clothing in recent years allows firefighters to move further into burning structures and stay in them for longer. While this generally allows firefighters to carry out their tasks with greater efficiency, it also makes it essential for them to have a greater understanding of fire behaviour and development patterns, particularly in regards to modern fire occurrences such as flashover and backdraft.

The increasing amounts of plastics and synthetic materials used in the construction and contents of buildings do not burn cleanly, but generate large volumes of thick, dark, toxic smoke containing high levels of fuel which can ignite given the right conditions. This auto ignition can create a wave of flame that radiates downwards, causing the contents of a room to burst into flame with devastating effects. This flashover behaviour is a normal phase in the development of almost all compartment fires and can reach temperatures up to 1100 degrees Celsius. With modern fire phenomenon such as this, firefighters need realistic training methods to recognize the stages of fire development and maintain safety and efficiency on the job.

All of the practical training components, but specifically the training tower, should be designed to meet NFPA 1402, *Guide to Building Fire Service Training Centres*. In addition, all live fire training on the site would be performed to NFPA 1403, *Standard on Live Fire Training Evolutions*. Therefore, the live fire training program would give firefighters the chance to witness the development of fires in realistic but controlled conditions and to experiment with firefighting methods to ensure the highest level of firefighter safety, efficiency and community protection.

The vertical rescue tower would be used for rescue training and elevated hose operations. Search and rescue procedures and techniques would be a cornerstone of training within the tower.



The requirements of internal and external stakeholders would be met by providing the option to rent secure training rooms at the JOC which are accessible 24 hours a day, 365 days a year. These rooms would include the requisite multimedia electronics for interactive training and research as well as room for professional presentations.



## Stakeholders

It is conceivable that the training tower would accommodate and serve a wide range of user groups. These include community college pre-service training programs, regional training schools sponsored by the Ontario Fire College, the Municipal Health & Safety Association, the York Region Training Officers Association, other York Region fire services, York Regional Police, York Region EMS, industry, and private training companies.

### Vaughan Fire and Rescue Service

The primary internal stakeholder would be the Vaughan Fire and Rescue Service. The facility would be used to train personnel in the latest techniques of firefighting, high angle/rope rescue, urban search and rescue, fire prevention and public fire safety education. This facility would allow the fire department to provide training and education for all department members commensurate with the duties and functions that they are expected to perform.

### Other Internal Departments

All departments of the City of Vaughan require training and this facility may be utilized dependent on the nature of the daily roles and responsibilities. Internal departments could make use of the practical training facility or for fire extinguisher training for all staff.

### Seneca College

Seneca College, like many community colleges, offers a certificate program in firefighting in accordance with approved curriculum jointly developed by the Ontario Fire Marshall (OFM) and the Ontario Association of Fire Chiefs (O AFC). There are many candidates applying for firefighter positions with full-time Fire Departments in Ontario. The selection/hiring process is very competitive for candidates. The Ontario Association of Fire Chiefs (O AFC) and the Ontario Fire Marshall identified a need to hire new firefighters from a pool of candidates who not only have the theory but who also have demonstrated basic firefighting skills. The O AFC and the OFM have developed a program that promotes partnerships with community colleges and fire departments. It is the intent of the

OAFC/OFM that this program will be a minimum requirement for firefighter recruitments in the province.

Currently, Seneca College does not have its own practical fire training facility. Therefore, all practical training is performed off site at several fire training facilities, dependent of the availability and their academic schedules. The opportunity to provide all training and education for their program at one location is very attractive to Seneca. It would increase their business efficiency while at the same time make their program more marketable.

This project would provide an opportunity for the Seneca to form a dynamic, collaborative partnership with the Vaughan Fire and Rescue Service that would best meet the needs of their pre-fire service program and their students.

## Ontario Fire College



Located in Gravenhurst and in operation since 1949, the Ontario Fire College's primary responsibility is to develop and deliver academically sound educational/training programs to meet the needs of fire departments in Ontario. The main objective of the Ontario Fire College programs and courses is to assist all firefighters to become the best-trained and most professional firefighters in the province. The OFC offers training and education programs which are based on the NFPA Standards.

The Ontario Fire College continues to implement strategic initiatives to make high quality education and training accessible and available to fire service personnel. Due to the location of the OFC, one of their strategic initiatives is to provide off-campus delivery of OFC courses in partnership with other fire services.

## York Region Fire Departments

<b>Markham Fire Department</b>	Budget varies based on recruitment and if flashover maintenance is required. For 2014 the total is \$40k approximately, with \$36k spent at Richmond Hill Tower. Markham Fire Service has a strong interest in finding another training location.
<b>Vaughan Fire Department</b>	Currently spends \$30k annual renting a fire tower and training facility. We have used FEISTI, Richmond Hill and Mississauga, however we are limited by their availability and have often had to complete training in the winter months which is not ideal training conditions.
<b>Central York Fire Department (Newmarket &amp; Aurora)</b>	Three days per platoon x four platoons per year x 2000 per day = \$24000.
<b>King Township Fire Department</b>	Budget \$10,000 for rental of training facility for two weekends.
<b>Georgina Fire Department</b>	The 2014 budget is \$10,000; however they went over budget this year.
<b>Whitchurch-Stouffville Fire Department</b>	Utilize the Ontario Fire College fire tower annually. Budget not provided.
<b>East Gwillimbury Fire Department</b>	Occasionally have houses donated to fire department for search & rescue and live fire training. Currently requesting funds for tower training.

All fire departments expressed some level of interest in using the proposed VFRS Training Centre.

## **York Region Training Officers Association**

The York Region Training Officers Association is made up of Training Officers from all of the York Region fire departments, full-time, composite and volunteer. Every year the York Region Training Officers Association provides training opportunities for firefighters of York Region (mainly volunteer firefighters) to enhance their firefighting skills. These training programs are provided at the Ontario Fire College on weekends and are limited to two weekends a year and 20 registrants per weekend course.

A fire tower in the City of Vaughan would assist in facilitating their programs.

## **York Regional Police**

The York Regional Police have utilized our training bays to perform mock scenarios. A training tower would provide an alternative structure for training.

## **Industry**

Many large industries have their own industrial firefighters trained in basic firefighting and emergency response techniques. The premise is that the internal firefighter / fire technician may be able to suppress a fire or mitigate an emergency before the arrival of the local fire department thus reducing the fire loss or down time of the company. These employees require training and education for the duties and functions that they are expected to perform.

In addition, industries and institutions have a requirement to train personnel in the use and maintenance of fire extinguishers.

## **Private Training Companies**

There are many private training companies, specific to specialized rescue techniques that contract their services to fire departments, industries and firefighters seeking to improve their skills.

## Strategic Alignment

The purpose of this section is to identify how the proposal in this business case aligns with Vaughan Vision 2020. Below are the specific goals and objectives of the business case proposed?

**Goal:** *Managing Growth and Economic Well Being*

**Objective:** *Promote City of Vaughan as a preferred business location*

This project will assist in marketing City of Vaughan as a preferred business location. Through partnering we will capitalize on the development of the City of Vaughan as a connected community.

**Goal:** *Manage Growth and Economic Well Being*

**Objective:** *Creating a positive environment that encourages innovation and prosperity*

This training tower would showcase the Vaughan Fire and Rescue Service as a leader in emergency services training.

**Goal:** *Demonstrate Excellence in Service Delivery*

**Objective:** *Improve the effective and efficient delivery of quality municipal services.*

This project would ensure appropriate training resources are in place to continually improve the effective and efficient delivery of quality emergency services. This project would enable the Vaughan Fire and Rescue Service to provide the necessary training to support program delivery.

**Goal:** *Attract, Retain, & Promote Skilled Staff  
Support the Professional Development of Staff*

**Objective:** *Become the municipal employer of choice.*

Providing an adequate training program for firefighters to maintain and enhance their skills emphasizes a management philosophy that demonstrates employees are valued.

**Goal:** *Ensure a High Performing Organization*

**Objective:** *Encourage strategic partnerships.*

Due to the overwhelming need for a training tower in York Region that can meet the needs of the stakeholders, it is inevitable that external stakeholders will seek a partnership or a shared use agreement with the VFRS project.

**Goal:** *Promote Community Safety, Health and Wellness*

**Objective:** *Encourage health and wellness attitudes.*

This project will provide adequate training facilities to ensure continuous up-grading of the Vaughan Fire and Rescue Service firefighters to ensure their health and safety.

**Goal:** *Promote Community Safety, Health and Wellness*

**Objective:** *Enhance community safety.*

This project will improve the ability of the City of Vaughan's firefighters to protect the community. In addition, this project will promote and enhance cooperative programs and interoperability training with police, fire and ambulance.



## Comparative Analysis

The purpose for writing the Comparative Analysis Section is to provide the reader with an understanding of what other organizations have done or are doing to address similar types of problems. The reader can use this section to compare the proposed business case direction to that of other organizations and industry trends.

There are at least 17 known training towers in the Province of Ontario plus the Ontario Fire College. These centres include; Brampton, Mississauga, Burlington, Oakville, Kitchener/Waterloo, Cambridge, Niagara Falls, Fort Erie, St. Catharines, Blythe, Oshawa, Sudbury, Thunder Bay, Ajax, Richmond Hill, Toronto and Base Borden.

Many of the municipalities with training towers have invested monies over extended periods of time as capital budgets would allow in response to the growing needs of their specific fire training requirements. As their facilities have expanded and become more sophisticated, municipal fire services have tended to lean towards a “revenue generation” model in which they would lease out their facilities to neighbouring municipalities.

### Oakville Training Campus for Emergency Excellence



In June of 2001, the Town of Oakville unveiled a Training Campus for Emergency Excellence as a result of recommendations contained in a consultant's report regarding a Fire Department Master Plan. Trow Consulting Engineers Ltd. provided the following:

*“There is no substitute for “hands-on” training experience. With the decreasing number of actual fires being attended, the need for “hands-on” experience is greater than ever. In addition, the new responsibilities being taken up by the Fire Services require continuous upgrading in non-fire responses as well.”*

Stemming from a “build it - and they will come” philosophy, the Oakville Fire Department embarked upon a municipal capital investment program coupled with partnerships with local industry for “gifts in kind”. This relationship provided many opportunities for the Oakville Fire Department to develop a 7 acre site that encompasses a fire station, a main training centre including classrooms and offices, a burn tower and multiple specialty rescue venues such as confined space, high angle rescue, hazardous materials, water/ice rescue, trench rescue, etc. The centre was developed on municipal lands that are shared with the Municipal Works and Transit Departments.

With creation of this truly functional facility, Oakville has been able to attract lease and/or payback agreements with a number of rescue training and fire pre-service entry level school programs. These entities have agreed to lease the facility and/or donate “gifts in kind” that become owned and utilized by the Oakville Campus for Emergency Excellence. To this end, the users can utilize the facility with the credits that they have achieved for donation of major capital items to the centre. To date, the Fire Department utilizes the facility for approximately 100 days per year, with the remainder of the calendar year leased to other agencies, specialty rescue companies or firefighter pre-service entry level program institutions.

Although recognized as a one of the leading models for training centres to follow, Oakville staff do admit that a lesson learned would have been to concentrate on making their existing classrooms larger in proportion. As a result, they have acquired the donation of portable classrooms as corrective measures.

Below is a schedule of Oakville Fire's facilities rental pricing, not including incidentals:

## **Oakville Fire Tower**

### **Training Campus – Facilities & Equipment Rates**

<b>Service Provided</b>	<b>2014 Fees (Tax Included)</b>
Small Class (max.20) – Day	\$288.15
Small Class (max.20) – ½ Day	\$144.08
Large Class (max.40) - Day	\$576.30
Large Class (max.40) – ½ Day	\$374.60
Apparatus (max. 100) – Day	\$576.30
Apparatus (max. 100) – ½ Day	\$374.60
Training Tower – Live Burns Includes use of class - Day	\$1,728.90
Training Tower – Live Burns Includes use of class – ½ Day	\$864.45
Grounds Only – Day	\$576.30
Grounds Only – ½ Day	\$288.15
Personnel – Facility Monitor (per hour)	\$85.88

### **On-Site Equipment Rental Fees**

<b>Service Provided</b>	<b>2014 Fees (Tax Included)</b>
Pumper with Equipment - Day	\$605.12
Pumper with Equipment – ½ Day	\$316.97
Thermal Imaging Camera - Day	\$172.89
Thermal Imaging Camera – ½ Day	\$86.45
PPV Fan - Day	\$57.63
PPV Fan – ½ Day	\$28.82
Portable Electric Generator – Day	\$57.63
Portable Electric Generator – ½ Day	\$28.82
Smoke Generator - Day	\$86.45
Smoke Generator – ½ Day	\$43.22
Portable Propane Simulator - Day	\$115.26
Portable Propane Simulator – ½ Day	\$57.63
(fixed) Propane Props - Day	\$576.30
(fixed) Propane Props – ½ Day	\$288.15
(Simplex – 6) Portable Radio – Day	\$46.10
(Simplex – 6) Portable Radio – ½ Day	\$23.05
(FRS-10) Portable Radios – Day	\$23.05

(FRS-10) Portable Radios – ½ Day	\$11.53
Overhead Projector - Day	\$57.63
Overhead Projector – ½ Day	\$28.82
Laptop Computer & LCD – Day	\$172.89
Laptop Computer & LCD – ½ Day	\$86.45
Flip Chart & Paper – Day	\$11.53
Flip Chart & Paper – ½ Day	\$5.76
VCR & Monitor - Day	\$34.58
VCR & Monitor – ½ Day	\$17.29
VCR & Monitor – Day	\$23.05
VCR & Monitor – ½ Day	\$11.53

### Consumables

Service Provided	2014 Fees (Tax Included)
Wooden Skids – each	\$11.53
Bales of Straw – each	\$11.53
Lighter Fluid – each	\$5.76
Flares – each	\$5.76
(low pressure <2300 psi) SCBA Air Fills – each	\$17.29
(high pressure >2300 psi) SCBA Air Fills – each	\$23.05
Smoke Generator Fluid – each	\$34.58
Refill 20lb Dry Chemical Extinguisher	\$57.63
Use of Roof Simulator (up to 6 sheets plywood)	\$403.41

### Kitchener/Waterloo Training Centre

The Kitchener Fire Department, in conjunction with several fire departments in the Region of Waterloo, established a regional training centre that is utilized by fire, police and EMS services.

The Kitchener Fire Department invested nearly 2 million dollars in this venture. The centre is owned and operated by the Region of Waterloo. As such, the Region employs a full time facilities manager and covers all operating costs.

Kitchener Fire Department uses the facility at no cost due to its municipal investment of the initial 2 million dollars. As such, they are allotted calendar days in the schedule in conjunction with other ancillary organizations.

This centre spans across nearly 40 acres of regional land. Partnerships with the University of Waterloo have resulted in the provision of a university lab and burn research facility on site. This includes the construction and development of an air monitoring station. These projects continue to be funded by the university as part of their university program.

The centre is said to have continuing success as more “users” tend to come forward yearly and continue to demonstrate long term interest in scheduled leased use of the centre.

The positioning of the property in a central location of the Region is also stated as a huge plus as it tends to provide central training opportunities for all areas of the Region of Kitchener/Waterloo.

## **Alertech - Academy of Leading Emergency Response Technologies**

Located in Sudbury, the Alertech Centre is a public municipal and private industry not for profit corporation. Controlled by volunteer board members, the academy is able to arrange and book out most of the days of the calendar year in an equitable fashion. Through these lease agreements the venture is proving to pay for itself in short order. With a capital investment of \$250, 000 dollars from municipal and private sectors (Falconbridge Corporation) over 5 years, the Alertech Academy was established. The Academy includes training classrooms and dormitory features (31 overnight rooms), gymnasium and fitness centre with the added feature of a metal burn tower and flashover unit.

The facility provides “rent back” provisions for the initial investors and continues to provide rental agreements for “user fees” for external participants. A pre-service entry level firefighter program (Cambrian College) does operate out of this facility.

## **Oshawa Fire Department Training Centre**

The Oshawa Fire Department has had a training centre in existence for the past 30 years. The centre is believed to be a municipally funded project.

The facility, including the aging block burn tower, is scheduled for replacement in the next couple of years. The project is slated to become a regional training centre, with the Region of Durham becoming the principal owner. The cost of this restructure is estimated at approximately 3-4 million dollars.

It is proposed that the Oshawa Fire Department will invest in this centre and host the training centre. It is anticipated that with the possible investment of lands and capital monies, that the Oshawa Fire Department will not incur user fees for the use of this facility. However, surrounding municipalities (if not opting to invest capital funds) will be subject to user fees.

The current centre is utilized by the Oshawa Fire Department approximately 100 days of the year. Durham College facilitates its pre-service firefighter program at this facility on an average of 2 days per week.

## **Fort Erie Fire Department**

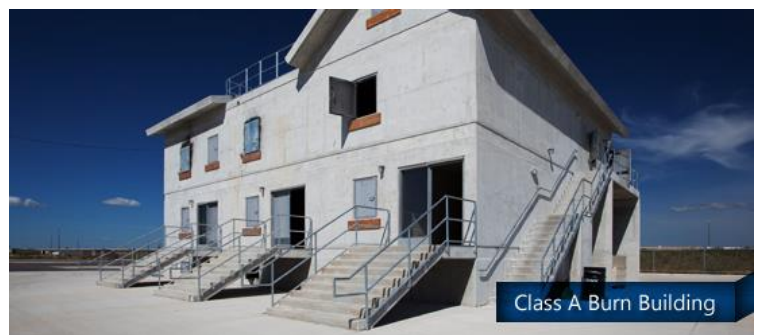
The Fort Erie Fire Department operates its own training centre in a region that is coupled with other training centres in close proximity (Niagara Falls and St. Catharines). The municipality of Fort Erie felt it incumbent to invest nearly 500,000 dollars in the creation of a training centre that includes a 4 storey block burn building, classrooms, drafting pit, auto extrication yard and other venues. One of the primary reasons for this investment was to ensure the safety and competence of the firefighters in Fort Erie.

## **Garry W. Morden Centre – Mississauga**

The Garry W. Morden Centre offers extensive training in fire and emergency services by veteran instructors within a new, state of the art facility that includes high tech classrooms, road training track, mechanical bays, fire towers, propane props, confined space rescue and more.

### **The training facility includes:**

- Smoke Tower for high-rise rescue
- Burn Building for multi-unit training
- Propane prop for live fire
- Circuit driver track with residential and highway props
- Auto Extrication prop



- Confined Space and Trench Rescue
- Hazmat/Rail prop
- Pond for water/ice rescue
- Command Training Centre classroom

### **Mississauga - Facility Rental Rates**

Item #	Description	Rental Fee Half Day (4hrs)	Rental Fee Full Day
1	Admin Building – Classroom	\$250.00	\$500.00
2	Admin Building – Training Bays	\$500.00	\$1,000.00
3	Admin Building – Boardroom	\$125.00	\$250.00
4	Admin Building – Lunchroom	\$250.00	\$500.00
5	Admin Building – Computer Labs	\$400.00	\$800.00
6	Rescue Tower	\$750.00	\$1,500.00
7	Propane Props – Live Fire	\$750.00	\$1,500.00
8	Multi Use Pads	\$250.00	\$500.00
9	Barn Building – Live Fire (note 1)	\$1,000.00	\$2,000.00
10	Highway Prop	\$250.00	\$500.00
11	Auto Extrication Prop	\$250.00	\$500.00
12	Confined Space Prop	\$400.00	\$800.00
13	Trench Rescue Prop	\$400.00	\$800.00
14	Hazmat Area	\$400.00	\$800.00
15	Driving Track (note2)	\$1,000.00	\$2,000.00
16	SWM Pond	\$400.00	\$800.00
17	Field Shelter	\$400.00	\$800.00
18	Fire Pumping Apparatus	\$400.00	\$800.00
19	Scrap Cars	N/A	\$200.00

#### **Normal Business Hours (08:00-16:00 hrs.)**

1. Includes burn building, ignition materials, use of field shelter and one (1) staff member to act as facility liaison.
2. Includes use of field shelter and one (1) staff to act as facility liaison.
3. Except where noted separately, an additional fee of \$500.00 / day will be added to all rental fees to cover facility wages per day.
4. Instructor fees = \$500.00 per instructor / day. ½ day rate \$250.00
5. Propane fees = cost + 10%

## Richmond Hill - Community Services Department



Richmond Hill Fire & Emergency Services Training Centre is a modern facility that is designed for the ever changing and growing needs of the Fire & Emergency Services. The multi-storey, multi-faceted training tower provides fire fighters the opportunity to train in a realistic, yet controlled environment. The state-of-the-art training tower can accommodate nearly every conceivable fire training operation covering a whole range of scenarios; residential, commercial, high-rise, confined space, technical rope rescues and realistic roof ventilation techniques. The tower has theatrical smoke available to all levels of the structure, a sprinkler system, propane props and a flashover simulator. The live fire burn system design permits training exercises with varying levels of difficulty and a wide range of training fire characteristics.

Richmond Hill Training Campus Facilities & Equipment Rate	2013 Fees
Small Classroom (up to 60 people) – 8 hours	\$150.00
Small Classroom (up to 60 people) – 4 hours	\$100.00
Large Classroom (up to 150 people) – 8 hours	\$300.00
Large Classroom (up to 150 people) – 4 hours	\$200.00
Training Tower – Live Burns – 8 hours	\$1,575.00
(a) Region of York Municipality	\$1,325.00
Training Tower – Live Burns – 4 hours	\$800.00
(Burn Props not included) Training Tower – 8 hours	\$700.00
(Burn Props not included) Training Tower – 4 hours	\$350.00
Labs – per lab per 10 hours (auto extrication, compliance based rescues, trench rescues)	\$700.00
Labs – per lab per 5 hours (auto extrication, compliance based rescues, trench rescues)	\$350.00
Entire Grounds (Tower and labs, but not consumables, equipment or classroom) – 8 hours	\$2,000.00
(a) Region of York Municipality	\$1,750.00
Entire Grounds (Tower and labs, but not consumables, equipment or classroom) – 4 hours	\$1,000.00
(a) Region of York Municipality	\$750.00
Thermal Imaging Camera – 8 hours	\$150.00
Thermal Imaging Camera – 4 hours	\$75.00



PPV Fan – 8 hours	\$50.00
PPV Fan – 4 hours	\$25.00
Portable Radio – 8 hours	\$20.00
Portable Radio – 4 hours	\$10.00
Overhead Projector – 8 hours	\$100.00
Overhead Projector – 4 hours	\$50.00
Laptop Computer & LCD – 8 hours	\$175.00
Laptop Computer & LCD – 4 hours	\$100.00
Small Portable Smoke Machine (not including fluid)	\$50.00
Self-Contained Breathing Apparatus (SCBA) Air Fills per cylinder	\$15.00
Use of Roof Simulator (up to 6 sheets of plywood)	\$300.00
Auto Extrication, Vehicle Supply	Market Rate
On site ground staff (required for weekends and after hours, unless otherwise agreed to)	Per hour \$70.00
Portable Extinguisher Fire Prop	\$250.00
<b>Other Charges</b>	
Firefighter recruitment application fee	\$100.00
Portacount machine	\$800.00/month +\$70.00/hour training

## Fire & Emergency Services Training Institute (FESTI)

### Offers:

- Fire recruit training
- Aircraft rescue firefighting training and recertification
- Structural fire fighting
- Hazardous materials (all levels)
- First aid
- Auto extrication
- Technical rescue
- Incident management training
- Command and control
- Emergency patient care (first responder)
- Defibrillator training
- Fire extinguisher and symptom relief training
- CPR and first aid programs for businesses geared to meet industry, business and government requirements



### Rescue tower

The five storey structure allows instructors to simulate multiple emergency response scenarios such as interior search and high-rise firefighting. The tower is also used in aerial platform training, technical rope rescue and ladder training. The building has a smoke room that directs simulated smoke to either a section of the tower or throughout the building to enhance training scenarios. The dense smoke is generated from a water-based product, making it safe for training and education

purposes.

### **Burn building**

Trainees experience real fire conditions up to 482 Celcius in the intensely supervised and remotely monitored setting. The design of the burn building has incorporated "sacrificial" masonry panels and other innovations that allow the structure to withstand the trauma of training without structural failure.

**Auto extrication area** allows the instructors to educate using challenging motor vehicle training scenarios in a safe environment. The area is spacious and can support heavy extrication scenarios such as tractor trailers or school bus extrication.

**Hazardous materials training site** located close to the main campus and spread out over a 15-acre site. Includes transport trucks, buses, rolling terrain, an outbuilding to simulate hazmat storage facilities.

### **STRUCTURES**

<b>Building</b>	<b>Weekdays</b>	<b>Weekends</b>	<b>Inclusions</b>
Burn Building	\$2,260.85/day + tax Liaison Officer Included	\$2,260.85/day + tax Liaison Officer Included	Wood – Straw – Rehab Building
Burn Building / Rescue Tower Combo	\$2,981.85/day + tax Liaison Officer Included	\$2,981.85/day + tax Liaison Officer Included	Wood – Straw – Rehab Building
Confined Space Tower	\$824.00/day + tax Liaison Officer Included	\$1,236.00/day + tax Liaison Officer Included	
Rescue Tower	\$1,030.00/day + tax Liaison Officer Included	\$1,442.00/day + tax Liaison Officer Included	
Burn Cell Rental	\$500.00/day +tax	\$1,450.00/day + tax	Interior for burn – FESTI to rebuild walls to original state (rebuild to include drywall, screws and labour) <i>Note: Client to remove all waste from container after use</i>

### **Training Grounds**

<b>Location</b>	<b>Weekdays</b>	<b>Weekends</b>	<b>Inclusions</b>
Flammable Liquids Pit	\$515.00/day +tax Liaison Officer Included	\$515.00/day +tax Liaison Officer Extra	
Special Ops	\$1,030.00/day +tax	\$1,030.00/day +tax	Use of all hazardous materials, training props and Special Ops classroom
Training Grounds for Fire Drills	\$515.00/day +tax Liaison Officer	\$515.00/day +tax Liaison Officer Extra	Specific areas of the training ground will be



including Ladder Raises	Included		allocated according to type of drills being performed and site availability
Aircraft Pitts (Burns)	\$1,030.00/day + tax Liaison Officer Included	\$1,030.00/day + tax Liaison Officer Extra	Trucks extra
West Vehicle Bay	\$206.00/day +tax	\$206.00/day +tax	
Structural Pumper	\$515.00/day +tax	\$515.00/day +tax	Basic Equipment – fuel extra
Crash Truck	\$515.00/day +tax	\$515.00/day +tax	Vehicle fuel extra
Propane Extinguisher trainer (includes 30lbs propane)	\$154.50/day +tax	\$154.50/day +tax	Extinguisher extra
Auto Extrication Area	\$515.00/day +tax Liaison Officer Included	\$515.00/day +tax Liaison Officer Extra	Grounds for Auto Extrication. Cars for auto extrication extra.
Car for Extrication	\$309.00 +tax	\$309.00 +tax	Must be booked in advance of training

### Classrooms

Classroom	Rate	Capacity
Classroom	\$360.50/day +tax	20 persons seated
Theatre	\$515.00/day +tax	32 permanent seats, 45 with additional chairs
Theatre	\$927.00/day +tax	64 permanent seats, 90 with additional chairs
Cafeteria Area	\$772.50/day +tax	90 persons seated

### Optional Materials

Material	Rate	Comments
Breathing Air Bottle Recharge	\$5.15/bottle +tax	Filled by FESTI staff
Smoke Machine	\$20.60 +tax	
Smoke Fluid	\$117.42 +tax / 4 liter jug	
Foam	\$82.40/can +tax	
SCBA	\$36.05/day +tax	
Supplied Air Cart	\$58.30/day +tax	1 available
Bunker Gear	\$44.25/day +tax	

Ladders Attic	\$25.75/day +tax	
14 Foot Ladder	\$25.75/day +tax	
24 Foot Ladder	\$41.20/day +tax	
32 Foot Ladder	\$51.50/day +tax	
Radio	\$7.73/day +tax	
Car for Extrication	\$309.00 +tax	Must be booked in advance of training

## Toronto Fire Department

Through the amalgamation of the former 6 metro cities, the new Toronto Fire Department inherited the Fire Training Centres in Scarborough, Etobicoke, North York and the old city of Toronto. Toronto Fire uses these centres to train their new recruits and conduct maintenance training for their 3300 firefighters. In addition, Toronto has established partnerships and shared use agreements with community colleges, other government agencies, private training companies, community groups, etc. They employ a Marketing Officer who promotes partnership opportunities.

Generally speaking there are only two alternatives available to address the problems identified in Section 1. Either we move to create a Fire & Emergency Services Training Centre in the City of Vaughan or we send our firefighters outside the City for their training. In most business cases, the option of “do nothing” or “status quo” is examined but we do not believe that this option addresses the problems previously identified and therefore it is not a viable option.

We believe that the creation of a fire tower in the City of Vaughan is the best alternative for the following reasons:

### **Unrestricted Use of Facility/Control of Facility**

Obviously, the Fire Department who owns the training facility is in the best position to meet their training needs. The facility is designed to meet the needs of the host Department and therefore they are most familiar with its use and capabilities. In speaking to our neighbours we learned that the best laid plans for training schedules are at the mercy of the Department who owns the training facility. Obviously, their training needs come first and they may see it necessary to cancel pre-booked days. This proves frustrating for fire departments that have no choice but to buy services. This problem is compounded by the lack of adequate training facilities in the GTA.

### **Multi-Company Training Opportunities**

As identified earlier in the document, it is recommended (and in some jurisdictions required) that fire departments train as they would operate on the emergency scene. For most serious incidents, either fire or rescues, the fire department responds with two or more apparatus and must operate as a team to effectively mitigate the situation. The best way to prepare for these serious incidents is multi-company training exercises. This philosophy is also true when regarding the ability to operate effectively with police and ambulance. After 9/11 there has been an increased awareness and requirement for inter-operability between fire, police and ambulance. Again, multi-agency training is required to improve the efficiency of this inter-operability.

### **Costs**

There are significant costs associated with sending firefighters out of the Region to obtain required training. These costs include the cost of renting the facility, cost of staffing, and other incidental costs.

### **Logistics**

To have our firefighters attend training outside of the Region we need to be cognizant of the coverage in the City of Vaughan, and staffing levels. The logistics of organizing and carrying out annual training for over 266 staff can at times be problematic and restrictive.

## Partnership & Shared Use Opportunities

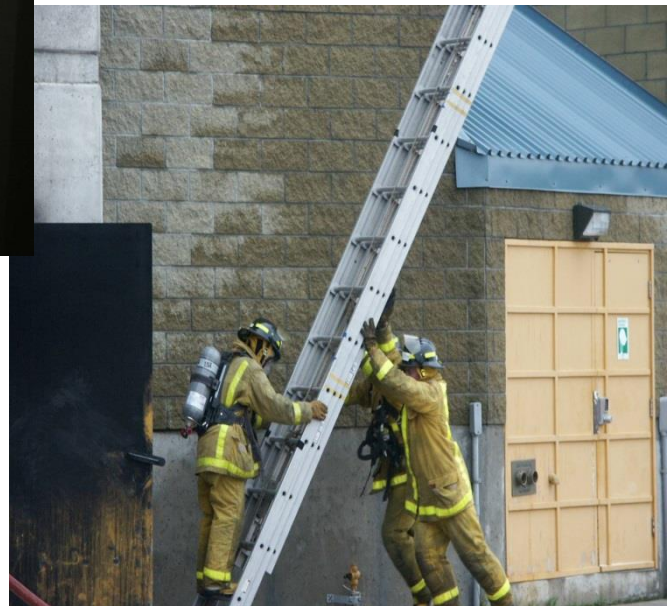
Several stakeholders have expressed their desire to enter into partnership or shared use agreements if this project is completed. These opportunities have the potential of offsetting some or all of the cost of the project. In addition, the proposed needs of other internal stakeholders stated earlier can only be met if the training tower is located in the City of Vaughan.

## Strategic Alignment

Many of the goals and objectives identified to align with this project in Section 3 are only relevant if the training tower is built by and located in the City of Vaughan. See Section 3.

## Becoming a Leader in the Industry

Creating a fire tower in the City of Vaughan would distinguish the VFRS as a leader in the industry, the Region and the Province and help promote the City of Vaughan as a preferred business location.



## Project Risk Assessment

This section identifies risks that may be related to the project. In reviewing the project details and analyzing comparative data, it is believed that there only exists one substantial risk to the project reaching its objectives. Due to the great need for a training tower, including the immediate need for such a facility for community colleges and other large external stakeholders, there is a risk that it will become too busy to meet the needs of the primary stakeholders.

The other risk identified through this process was not related to completion of the project but rather to remaining “status quo”. We suggest that, for reasons identified earlier in this document, there is great risk to the health and safety of the firefighters and to the ability of the fire department to meet expected service levels if one of the alternatives in this business case is not implemented. Therefore, an appropriate risk mitigation strategy in this case is to ensure one of the alternatives identified in this business case is implemented.



# Cost/Benefit Analysis

## Quantitative Analysis – Financial Cost & Benefit:

### Quantitative Analysis

Capital Project Cost		1,200,000	
Total Reserve Payment Required		1,320,000	
Budget Reallocation			
<b>Expense Savings</b>			
	Training and Development	(35,000)	
Total Savings		(35,000)	
<b>Anticipated Revenue</b>			
	Fire Training Staff (\$500 /day x 120 days)	(60,000)	
	Facility Rental (\$1500/day x 120 days)	(80,000)	
Total Anticipated Revenue		(140,000)	
<b>Cost Increases</b>			
	Fire Training Staff (\$500/day x 120 days)	60,000	
	Propane	10,000	
	Smoke Machine Fluid	10,000	
	Insurance		
	Replacement Reserve Contribution	24,000	
Total Cost Increases		104,000	
	Innovation Reserve Repayment	71,000	

**Conclusion**

In conclusion we believe that this document has shown that there is a solid business case to create a training tower in the City of Vaughan. The cost/benefit analysis has shown a “made in Vaughan model” can be financially viable from a business perspective while meeting the needs of all internal stakeholders.

**Recommendations**

Therefore, it is recommended:

1. That the Innovation fund support in principle the development of a training tower in the City of Vaughan.