

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF NOVEMBER 19, 2013

Item 2, Report No. 13, of the Finance and Administration Committee, which was adopted without amendment by the Council of the City of Vaughan on November 19, 2013.

2 **PROPOSED SCHEDULE OF OPERATIONAL REVIEWS**

The Finance and Administration Committee recommends:

- 1) That the recommendation contained in the following report of the Director of Innovation and Continuous Improvement, dated November 4, 2013, be approved; and**
- 2) That the presentation by the Director of Innovation and Continuous Improvement entitled “*Proposed Schedule of Operational Reviews*” dated November 4, 2013, be received.**

Recommendation

The Director of Innovation and Continuous Improvement, in consultation with the Commissioner of Strategic and Corporate Services, recommends:

- 1) That the proposed schedule of operational reviews be approved.

Contribution to Sustainability

Organizational sustainability can be defined as “the enduring challenge to achieve long-term success while having a positive impact on the society and the environment in which the organization lives and works” [Chartered Quality Institute]. A sustainable organization strives to understand its stakeholders’ needs and expectations in the present and the future and then ensures that the necessary operating / organizational frameworks are put in place.

The City provides residents with more than 200 programs and services. The Department of Innovation and Continuous Improvement (ICI) has been mandated to conduct operational reviews of these programs and services as a means of ensuring that stakeholder expectations are understood and addressed efficiently and effectively. Operational reviews thus become a mechanism to identify service delivery gaps and opportunities to develop new service delivery models while ensuring that services are delivered as efficiently and cost effectively as possible.

Economic Impact

There are no economic impacts associated with this report.

Communications Plan

No additional communication is required.

Purpose

The purpose of this report is to provide Council with the proposed schedule of operational reviews for the years 2013 – 2018.

Background - Analysis and Options

City Programs

In 2011, the City conducted a program review that identified more than 200 programs and services provided to residents and other stakeholders. The programs were categorized as being mandatory (i.e., required by legislation), standard (i.e., traditionally provided by most municipalities) or premium (i.e., provided by very few municipalities).

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The review utilized a methodology in the review that categorized the programs as follows:

Category	Programs		Expense (2012 Budget)	
	#	%	\$M	%
Mandatory	30	15%	33.6	18%
Standard	141	69%	145.3	77%
Premium	33	16%	10.3	5%
	204	100%	189.2	100%

The complete list of City programs identified in 2012 is provided in Attachment #1. Since the initial review, the list of programs has been amended from 204 to 210, to reflect recent changes to commissions and to include programs that are funded from sources other than taxes (e.g., water and sewer services).

Operational Reviews

Operational reviews are one of the tools used by the Innovation & Continuous Improvement department that will assist Commissions and Departments across the City to:

- Identify opportunities to enhance the client and resident experience, for both external and internal interactions;
- Understand stakeholder expectations associated with services, i.e., what level of service should we deliver;
- 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 we using taxpayers' funds wisely.

Additionally, operational reviews provide an opportunity to identify where gaps exist and where it could be possible to deliver services in new or different ways, leverage new technologies and understand any risks or impacts associated with any changes to service levels.

For the purposes of operational reviews, the programs have been grouped together into service streams that will facilitate the evaluation of all elements of program delivery from clarifying expectations and requirements, through operations to performance measurement. This approach will ensure that the review takes a resident / stakeholder / customer perspective, rather than an internal department or commission perspective, to the service. For example, an operational review of Winter Control Programs would include services provided by Public Works (e.g., Road Snow Removal) and Parks & Forestry Operations (e.g., Path / Sidewalk Snow Clearing).

The complete list of service streams, together with how they are aligned with the city programs, is provided in Attachment #2.

An overview of the phased approach to an operational review is provided in Attachment #3.

Schedule of Operational Reviews

Consolidating the programs into themes has resulted in the identification of 32 service streams and it is anticipated that it will take 6 years to complete an initial cycle of operational reviews of all service streams.

In developing a schedule for the reviews, the Innovation & Continuous Improvement department has taken the following factors and constraints into account:

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- challenges, concerns and issues with respect to particular services raised by Council or the Senior Management Team;
- the scale and scope of the service stream – i.e., the number of departments that need to be engaged, the number of interactions with stakeholders;
- the impact on Commissions and departments – i.e., how to minimize the interruption of service delivery during an operational review;
- alignment with Internal Audit – i.e., ensuring that the operational review approach supports the Internal Audit focus on financial control and enterprise risk; and,
- the size of the ICI department – i.e., how many reviews can each consultant manage, facilitate and support.

The proposed schedule for operational reviews is provided in Attachment #4.

Relationship to Vaughan Vision 2020/Strategic Plan

“Additional Operational / Business Reviews” have been identified as one of the prioritized strategic initiatives within Vaughan Vision 2020 with a focus on ensuring a high performing organization.

The proposed schedule for operational reviews outlined in this report by the Innovation & Continuous Improvement department provides a framework for how this strategic initiative will be addressed.

Operational reviews directly link to the three goals of the City’s strategic plan: by assessing programs and services we are striving for ‘Service Excellence’; by implementing outcomes and recommendations from the reviews, we achieve ‘Organizational Excellence’; and, by engaging and working with staff in various departs who deliver these programs and services, we enable knowledge transfer and empower ‘Staff Excellence’.

Regional Implications

An operational review will identify any key linkages with other levels of government and ensure that these linkages are understood and that a framework for effective engagement is developed.

Conclusion

In its Vaughan Vision 2020 Strategic Plan, the City has identified operational reviews as being a priority strategic initiative. Additionally, with over 200 programs and services delivered to residents and other stakeholders, a consistent, realistic and feasible approach is necessary in order to conduct these reviews.

The Innovation & Continuous Improvement department has been mandated to work with other Commissions and departments to develop an approach for operational reviews and to facilitate, manage and support the successful completion of the reviews. The schedule of operational reviews presented in this report will enable the City to:

- conduct operational reviews on priority areas;
- ensure that delivery of current services to residents and other stakeholders are not negatively impacted during the review;
- align operational reviews with initiatives or reviews conducted by Internal Audit; and,
- implement an on-going cycle of operational reviews.

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Attachments

Attachment #1: Program Index and Description – 2011

Attachment #2: Service Streams and Programs

Attachment #3: Operational Review Approach

Attachment #4: Schedule of Operational Reviews

Report prepared by:

Derek Patterson, Director, Innovation & Continuous Improvement

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

City of Vaughan

Finance and Administration Committee

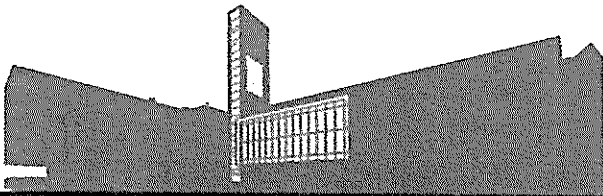
Proposed Schedule of Operational Reviews

November 4th, 2013



Objectives

- ☐ Provide context for Operational Reviews;
- ☐ Provide overview of approach to Operational Reviews;
- ☐ Provide mechanism for prioritizing Operational Reviews;
and,
- ☐ Present proposed schedule of Operational Reviews.



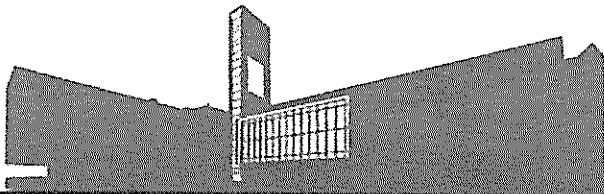
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Operational Review – Context

- ❑ 204 programs identified in 2012

Category	Programs		Expense (2012 Budget)	
	#	%	\$M	%
Mandatory	30	15%	33.8	15%
Standard	141	68%	145.3	70%
Premium	33	17%	10.9	5%
	204	100%	189.2	100%

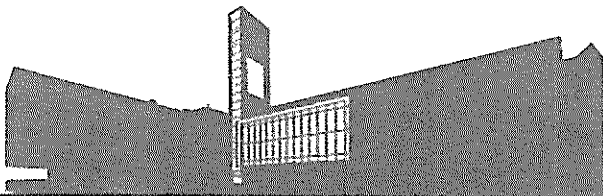
- ❑ Updated to 210 to reflect:
 - ❖ Changes in Commissions
 - ❖ Completion of Program (e.g., Asian Long Horn Beetle)
 - ❖ Incorporate Water / Sewer / Storm Sewer programs
- ❑ Combined programs into 32 service streams that deliver a broader complete service to clients (i.e., residents, council, staff and other stakeholders)



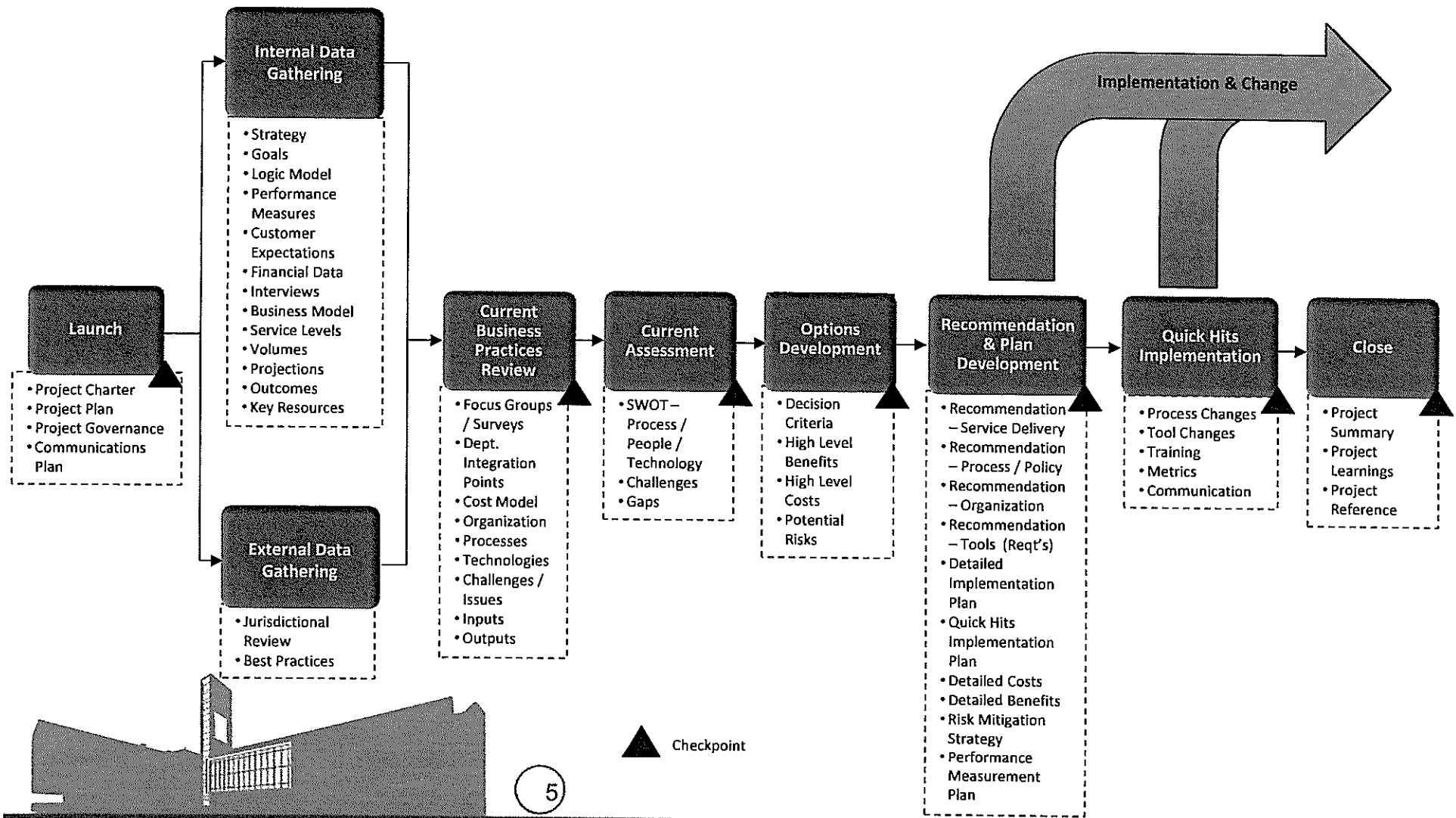
Operational Review - Overview

□ A tool for:

- ❖ Identifying opportunities to enhance resident & client service experience;
- ❖ Understanding stakeholder expectations for services;
- ❖ Ensuring that City is focused on right things;
- ❖ Assessing the way in which expected services are being delivered;
- ❖ Developing greater understanding of the drivers of service delivery costs; and,
- ❖ Developing approaches to “bridging gaps”.



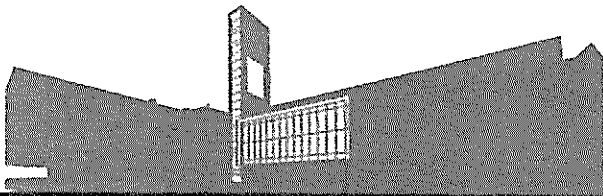
Operational Review – Approach



Operational Reviews – Prioritization

❑ Factors and constraints reflected in proposed schedule:

- ❖ Service challenges, concerns and issues raised by Council and SMT;
- ❖ Scale and scope of service stream;
- ❖ Impact on Commissions and departments;
- ❖ Alignment with Internal Audit; and,
- ❖ Size of ICI department



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Draft, for discussion purposes

Operational Review Plan – 2013 to 2018

Stream ID	Stream Description	Operational Review Effort	Operational Review Plan	Internal Audit Plan	Count
32	Winter Control	Large	2013		1
31	Solid Waste Management	Large	2013		2
12	Licensing & Compliance Services	Large	2013		3
3	Asset Management - Fleet Management	Small	2013		4
25	Procure to Pay	Small	2013	2013	5
26	Program Development & Management	Large	2014		1
19	Development & Land Use Planning	Large	2014		2
4	Asset Management - Green Space Management	Large	2014		3
30	Softscape Management	Small	2014		4
29	Revenue Management	Small	2014	2014	5
27	Property Tax Assessment, Billing & Collection	Small	2014	2015	6
8	Asset Management - Traffic Management	Large	2015	2014	1
11	Building & Renovation Management	Large	2015	2015	2
21	Elections Management	Large	2015		3
17	Corporate Services - Support	Small	2015		4
14	Corporate Services - Human Resources	Small	2015		5
22	Financial Reporting	Small	2015	2015	6

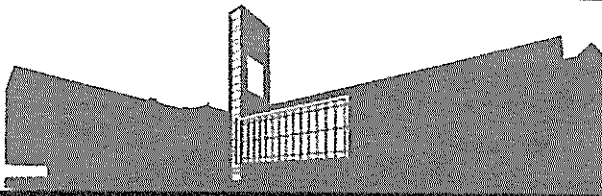
Stream ID	Stream Description	Operational Review Effort	Operational Review Plan	Internal Audit Plan	Count
9	Asset Management - Water Distribution	Large	2016		1
23	Fire / Emergency Planning & Response Management	Large	2016	2015	2
2	Asset Management - Facilities Management	Large	2016	2014	3
7	Asset Management - Storm Sewer / Catch Basin Management	Small	2016		4
10	Budgeting & Financial Planning	Small	2016		5
18	Council & Committee Governance	Small	2016		6
6	Asset Management - Sewer Management	Large	2017		1
5	Asset Management - Information Technology	Large	2017		2
13	Community Engagement	Large	2017		3
15	Corporate Services - Legal Services	Small	2017		4
16	Corporate Services - Mail, Courier & Print Services	Small	2017		5
1	Asset Management - Cemetery Management	Small	2017		6
24	Library Services	Large	2018		1
20	Economic Development	Large	2018		2
28	Records Management	Large	2018		3

Note: ICI resources will also need to focus on assisting implementation of change (2014 onwards).

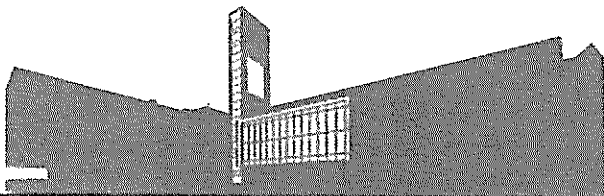
 Streams identified by SMT in 2013 Operational Budget Guidelines

The following programs may need to be considered "out-of-scope":

1. Integrity Commissioner and Internal Audit included in Council & Committee Support
2. Vaughan Libraries



Thank You & Questions



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FINANCE AND ADMINISTRATION COMMITTEE – NOVEMBER 4, 2013

PROPOSED SCHEDULE OF OPERATIONAL REVIEWS

Recommendation

The Director of Innovation and Continuous Improvement, in consultation with the Commissioner of Strategic and Corporate Services, recommends:

1. That the proposed schedule of operational reviews be approved.

Contribution to Sustainability

Organizational sustainability can be defined as “the enduring challenge to achieve long-term success while having a positive impact on the society and the environment in which the organization lives and works” [Chartered Quality Institute]. A sustainable organization strives to understand its stakeholders’ needs and expectations in the present and the future and then ensures that the necessary operating / organizational frameworks are put in place.

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Attachments

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Attachment #2: Service Streams and Programs

Attachment #3: Operational Review Approach

Attachment #4: Schedule of Operational Reviews

Report prepared by:

Derek Patterson, Director, Innovation & Continuous Improvement

Respectfully submitted,

Derek Patterson
Director, Innovation & Continuous Improvement

Attachment #1: Program Index and Description – 2011

Commission	Department - Division	Program Name	Provide a brief description of the program and objectives	Program - Type 1	Program Type 2
City Manager	Emergency Planning	Business Continuity Planning	Development, implementation and evaluation of business continuity plans, rank criticality and recovery time objectives for all city activities, establish strategies to recover/continue activities related to level of	City Building	E - Premium
City Manager	Emergency Planning	Exercises and Training	Develop, implement and conduct mock emergency exercises and staff training. Enhance our capacity to manage emergencies. Identify gaps in plans and procedures and implement corrective actions. Advise	Support	A - Mandatory
City Manager	Emergency Planning	Plans and Procedures	Develop and implement plans and procedures to prevent, mitigate, prepare for, respond to and recovery from emergency situations. Review and comment on Department specific plans. Review and	Support	A - Mandatory
City Manager	Emergency Planning	Public Awareness and Education	Develop and conduct public education on risks to public safety and public preparedness to emergencies. Develop and conduct education to industry on emergency and business continuity planning	Service	A - Mandatory
City Manager	Emergency Planning	Risk Analysis/Critical Infrastructure	Assess, maintain, update potential disaster risks to city, maintain and update critical infrastructure, hazardous material caches, high risk sites and vulnerable populations databases	Support	A - Mandatory
City Manager	Environmental Sustainability	Environmental Sustainability	Assists in championing the implementation of Green Directions Vaughan(GDV), the Community Sustainability and Environmental Master Plan. Objectives include supporting Departments on assigned	City Building	E - Premium
City Manager	Fire and Rescue Services - Fire Communication	Fire Communication - Fire Dispatch	Communications is the vital link between people calling for emergency service for the resources needed to provide the necessary action to resolve that emergency.	Support	B - Standard Essential
City Manager	Fire and Rescue Services - Fire Emergency Medical	Fire Emergency Medical - Defibrillator Program	VFRS Emergency Medical Response and Defib Program	Service	C - Standard Traditional
City Manager	Fire and Rescue Services - Fire Mechanical	Fire Mechanical - Vaughan Vehicles R and M	Responsible for maintaining firefighting apparatus/equipment operationally ready.	Support	B - Standard Essential
City Manager	Fire and Rescue Services - Fire Operations	Fire Operations - Fire response	Operations division provides full emergency response that includes fire incidents, medical emergencies, technical rescue, and hazard material and CBRNE capabilities.	Service	B - Standard Essential
City Manager	Fire and Rescue Services - Fire Prevention	Fire Prevention	Fire inspectors ensure fire code compliance, conduct routine inspections, respond to complaints and requests for inspections/fire investigations and provide public education programs	Service	B - Standard Essential
City Manager	Fire and Rescue Services - Fire Training	Fire Training	Is required to maintain continuous, consistent and certified training for all divisions.	Support	B - Standard Essential
City Manager	Operational Audit	Internal Audit	To improve controls, risk management & corporate governance; to improve economy, efficiency & effectiveness of operations; to assist Council in the stewardship over public funds and value for money in	Support	D - Standard Desirable

Attachment #1: Program Index and Description – 2011

Commission	Department - Division	Program Name	Provide a brief description of the program and objectives	Program - Type 1	Program Type 2
City Manager	Strategic Planning	Strategic Planning	Strategic Planning is responsible for the management of the City's strategic planning process. This includes; the Vaughan Vision 2020 plan, strategic initiative development and reporting, Corporate planning	Support	D - Standard Desirable
Comm. of Community Services	Buildings and Facilities	Building Construction	Provides planning, design and construction of new city of vaughan buildings and renovations of existing city buildings.	Support	C - Standard Traditional
Comm. of Community Services	Buildings and Facilities	Cafeteria Services	To provide food and beverage services to staff and general public at Vaughan City Hall and Joint Operations Centre	Offered Privately	E - Premium
Comm. of Community Services	Buildings and Facilities	City Playhouse	Maintenance of the building.	Offered Privately	E - Premium
Comm. of Community Services	Buildings and Facilities	Community Centres	Operates, maintains and provides security for community centres including cleaning, operation of the pool, arena, fitness centre and related equipment	Support	C - Standard Traditional
Comm. of Community Services	Buildings and Facilities	Fire Stations	Maintenance of Fire Stations	Support	B - Standard Essential
Comm. of Community Services	Buildings and Facilities	Historical Buildings	Operate and maintain building structures to preserve and maintain these buildings for use by City of Vaughan programs, and use by the public.	Support	C - Standard Traditional
Comm. of Community Services	Buildings and Facilities	Libraries	Maintenance of the Library buildings.	Support	C - Standard Traditional
Comm. of Community Services	Buildings and Facilities	Municipal Buildings	Maintenance and operation of the physical structures.	Support	C - Standard Traditional
Comm. of Community Services	Buildings and Facilities	Other Buildings -Older Adult Centres, Radio Tower,	Maintenance of City Buildings	Support	D - Standard Desirable
Comm. of Community Services	Buildings and Facilities	Parks Facilities	Maintenance of Parks buildings and lighting	Support	D - Standard Desirable
Comm. of Community Services	Buildings and Facilities	Uplands Golf/Ski		Offered Privately	E - Premium
Comm. of Community Services	Commty. Grants & Advisory Comm	Accessibility Advisory Committee	Assists in the preparation and implementation of an accessibility plan, provides guidance and addresses the needs of the community by the removal and prevention of barriers in the City of Vaughan's bylaws,	Service	A - Mandatory

Attachment #1: Program Index and Description – 2011

Commission	Department - Division	Program Name	Provide a brief description of the program and objectives	Program - Type 1	Program Type 2
Comm. of Community Services	Commty. Grants & Advisory Comm	Arts Advisory Committee	Committee makes recommendations to Council on arts related matters in the City. Advocates for the arts and arts community.	Service	D - Standard Desirable
Comm. of Community Services	Commty. Grants & Advisory Comm	Communities in Bloom	My Vaughan Blooms initiative encompasses the curb appeal program, an interactive school program with participation from public, private, separate schools etc and a winter program showcasing winter lighting.	City Building	E - Premium
Comm. of Community Services	Commty. Grants & Advisory Comm	Community Equity and Diversity Program	Established to make recommendations to Council on issues related to acts or the prevention of racism, discrimination and protection of human rights. Included in the mandate is the provision of input and	Service	D - Standard Desirable
Comm. of Community Services	Commty. Grants & Advisory Comm	Gallanough Resource Centre (GRC)	The Gallanough Library was closed by the Vaughan Public Library Board in 1996. Council approved the formation of the "Gallanough Resource Centre" that is maintained by a privately run charitable organization	Offered Privately	E - Premium
Comm. of Community Services	Commty. Grants & Advisory Comm	Non Profit Housing (NHP)	The operation of a 31 unit seniors building consisting of 1 & 2 bedroom apts located next to the old Civic Centre. Its principle objective is the provision of affordable low & moderate cost rental housing. The City of	Other Govt	E - Premium
Comm. of Community Services	Commty. Grants & Advisory Comm	Police Community Liaison Program	This Committee is a City of Vaughan and York Regional Police initiative created in 2003. The Committee addresses issues of mutual concern with the registered ratepayers associations, police and City of Vaughan.	Other Govt	E - Premium
Comm. of Community Services	Commty. Grants & Advisory Comm	Public Art Advisory Committee	Makes recommendations to Council on public art related matters in the City. Advocates for the arts and arts community. This committee was established by Council in the 1990's.	Service	D - Standard Desirable
Comm. of Community Services	Commty. Grants & Advisory Comm	Safe City Program	Create, implement and run community safety programs in the City.	Other Govt	E - Premium
Comm. of Community Services	Commty. Grants & Advisory Comm	Senior Association of Vaughan (SAVI)	Purpose is to consolidate & strengthen the network of seniors clubs and to offer recreational, cultural and educational activities and events for seniors and to enhance their quality of life.	Service	D - Standard Desirable
Comm. of Community Services	Commty. Grants & Advisory Comm	Vaughan Youth Cabinet (VYC)	The VYC is a central body that advocates youth initiatives by facilitating civic understanding, communication of local youth programs & encouraging participation in youth events. Incl. is the Vaughan Youth Councillor who was selected by Vaughan Council.	Service	D - Standard Desirable
Comm. of Community Services	Cultural Services	Arts	Develops programs and events aimed to promote arts, artists and culture in the City.	Service	D - Standard Desirable
Comm. of Community Services	Cultural Services	City Playhouse	386-seat theatre that can be rented for shows, events. Theatre develops educational programs and events aimed to promote performing arts, artists and culture in the City.	Offered Privately	E - Premium

Attachment #1: Program Index and Description – 2011

Commission	Department - Division	Program Name	Provide a brief description of the program and objectives	Program - Type 1	Program Type 2
Comm. of Community Services	Cultural Services	Doors Open Vaughan	Part of Doors Open Ontario. Provides free tours for the public and helps promote architectural, historical or environmental significant sites in the community.	Service	D - Standard Desirable
Comm. of Community Services	Cultural Services	Heritage Vaughan	Statutory Advisory Committee to Council on heritage matters. Reviews development applications related to the City's 900 heritage properties.	Service	C - Standard Traditional
Comm. of Community Services	Cultural Services	Vaughan Cultural Interpretive Centre	Develops programs and events aimed to promote culture and history at the Vellore Hall.	Service	D - Standard Desirable
Comm. of Community Services	Cultural Services - Special Events	Children's Holiday Functions	The City of Vaughan's Breakfast with Santa is an annual event held each year in November to celebrate the festive season with colleagues and friends. Employees, their spouses and children or grandchildren are	Offered Privately	E - Premium
Comm. of Community Services	Cultural Services - Special Events	Employee Events	Mayor's events are organized by the Events Team on behalf of the Mayor and Members of Council. These events support the strategic initiative of staff excellence by encouraging and recognizing employees	Support	D - Standard Desirable
Comm. of Community Services	Cultural Services - Special Events	Official Openings and Ceremonies	These celebrations commemorate the official opening of parks, community centres and buildings. Other similar ceremonies include groundbreaking events and/or special presentations.	Service	D - Standard Desirable
Comm. of Community Services	Cultural Services - Special Events	Volunteer Recognition Awards Ceremony	During National Volunteer Week each year in April, the City hosts an annual event to celebrate Vaughan's most outstanding volunteers. Objective is for Members of Council to recognize volunteers and	Support	D - Standard Desirable
Comm. of Community Services	Cultural Services - Special Events	Winterfest, Concerts in the Park and Canada Day	The Vaughan Celebrates Program features Winterfest, Concerts in the Park and Canada Day events. These events celebrate civic and national pride and are presented annually free of charge to Vaughan residents	Service	D - Standard Desirable
Comm. of Community Services	Fleet Management	Fuel Pumps	Provide fuel to the city vehicles, fire department and york regional police	Support	B - Standard Essential
Comm. of Community Services	Fleet Management	Repairs and Maintenance	Fleet management is responsible for administering a pro-active and cost efficient maintenance program ensuring that vehicles and equipment operate in safe and reliable manner and ensuring that the guidelines	Support	C - Standard Traditional
Comm. of Community Services	Parks and Forestry Operations	Cemetery	Maintenance of Municipally owned cemeteries. Also provide internment services, including plot purchases and record management.	Service	A - Mandatory
Comm. of Community Services	Parks and Forestry Operations	Horticulture	Maintain and cultivate shrub beds, planters, hanging baskets and flower beds throughout the City	Service	D - Standard Desirable

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Commission	Department - Division	Program Name	Provide a brief description of the program and objectives	Program - Type 1	Program Type 2
Comm. of Community Services	Parks and Forestry Operations - Forestry	Emerald Ash Borer	Maintenance, removal and replacement of municipally owned trees related to Emerald Ash Borer infestation	Service	B - Standard Essential
Comm. of Community Services	Parks and Forestry Operations - Forestry	Storm Clean-up	Clearing of tree debris cause from storms from municipally owned lands, roads and sidewalks	Service	C - Standard Traditional
Comm. of Community Services	Parks and Forestry Operations - Forestry	Tree Maintenance	General maintenance of municipally owned trees. Includes, tree removal, pruning, fertilizing, mulching and watering	Service	C - Standard Traditional
Comm. of Community Services	Parks and Forestry Operations - Forestry	Urban Reforestation	Tree planting throughout the City to improve the environmental sustainability of the City	Service	C - Standard Traditional
Comm. of Community Services	Parks and Forestry Operations - Forestry	Woodlot Management	Maintain naturalized woodlots by removing dangerous trees that may impact private property or trail systems. Efforts are made to limit the impact on naturalized woodlots (wood debris remains on site)	Service	C - Standard Traditional
Comm. of Community Services	Parks and Forestry Operations - Non Sports	Boulevard Maintenance	Maintain grass on City owned roadways and boulevards	Service	C - Standard Traditional
Comm. of Community Services	Parks and Forestry Operations - Non Sports	Path/Sidewalk snow cleaning	Clearing of snow from municipal and regional sidewalks. clearing of snow from paved pathways in vaughan parks and open spaces.	Offered Privately	E - Premium
Comm. of Community Services	Parks and Forestry Operations - Non Sports	Playgrounds	Playgrounds are inspected and maintained by qualified and trained Parks Staff. All units comply with current CSA requirements.	Service	D - Standard Desirable
Comm. of Community Services	Parks and Forestry Operations - Non Sports	Portable Washrooms	Portable washrooms are placed near fields or other park areas that are permitted out to service permit holders.	Service	D - Standard Desirable
Comm. of Community Services	Parks and Forestry Operations - Non Sports	Storm Water Management Ponds	Install life saving stations at Storm Water Management Ponds to ensure public safety	Offered Privately	E - Premium
Comm. of Community Services	Parks and Forestry Operations - Non Sports	Trails / Paths / Open Spaces	Maintenance of trails, paths and open spaces that are municipally owned or are under management agreement by the City.	Service	D - Standard Desirable
Comm. of Community Services	Parks and Forestry Operations - Non Sports	Uplands Golf/Ski		Offered Privately	E - Premium
Comm. of Community Services	Parks and Forestry Operations - Non Sports	Water Parks	Inspection and maintenance of Water Park equipment. Ensure water parks are operating and safe during summer months.	Service	D - Standard Desirable

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Commission	Department - Division	Program Name	Provide a brief description of the program and objectives	Program - Type 1	Program Type 2
Comm. of Community Services	Parks and Forestry Operations - Sports	Baseball	Maintenance of all baseball diamonds located in City Parks. Maintenance includes, grass cutting and other maintenance associated with permitting baseball diamonds for use.	Service	D - Standard Desirable
Comm. of Community Services	Parks and Forestry Operations - Sports	Basketball	Maintenance of basketball courts and nets located inside parks.	Service	D - Standard Desirable
Comm. of Community Services	Parks and Forestry Operations - Sports	Bocce	Maintenance of bocce courts and equipment located in City parks	Service	D - Standard Desirable
Comm. of Community Services	Parks and Forestry Operations - Sports	Cricket	Maintenance and clean up of Cricket Fields within City of Vaughan parks.	Service	D - Standard Desirable
Comm. of Community Services	Parks and Forestry Operations - Sports	Skate Parks	Maintenance and clean up of Skate Parks within City of Vaughan parks.	Service	D - Standard Desirable
Comm. of Community Services	Parks and Forestry Operations - Sports	Soccer	Maintenance of natural and artificial turf sports fields. Includes grass cutting, debris removal, fertilizing, aeration, overseeding, and top dressing. Lining, repairs and net installation are also completed.	Service	D - Standard Desirable
Comm. of Community Services	Parks and Forestry Operations - Sports	Tennis	Maintenance and clean up of Tennis Courts within City of Vaughan parks. Including installation and repairs of nets and posts.	Service	D - Standard Desirable
Comm. of Community Services	Parks Development	Park / Open Space Planning, Design & Construction	Park / Open Space Planning Design & Construction is a crucial function that contributes directly to vibrant, sustainable, healthy community building. Public parks and open spaces are an indispensable part of	Service	C - Standard Traditional
Comm. of Community Services	Parks Development	Park Facilities Replacement / Redevelopment	The program identifies any park facility that has reached its lifecycle and analyses approaches for cost effective redevelopment of the facility (playgrounds/waterplay, sports fields, sport courts, fencing, trails,	Service	C - Standard Traditional
Comm. of Community Services	Parks Development	Parkland / Open Space Acquisitions	Parkland acquisitions are often required to fulfill parkland provision standards and to provide the residents of the City of Vaughan with passive and active recreation opportunities	Support	C - Standard Traditional
Comm. of Community Services	Parks Development	Special Projects, Plans & Studies	Program includes PSAB Inventory, DC Background Study Update, Active Together Master Plan Update, Feasibility Studies, Long-range Infrastructure Forecasting, Parkland / Open Space Acquisition Strategy,	Support	C - Standard Traditional
Comm. of Community Services	Parks Development	Trail Network Planning, Design & Construction	Trail Network Planning, Design & Construction is an integral program that facilitates pedestrian connectivity through open space & valleylands. The activities enjoyed on Vaughan's trail network	Service	C - Standard Traditional
Comm. of Community Services	Recreation	Advertising	To offset operational expenses, the department offers some paid advertising opportunities in community centres via rink boards, posters and televisions.	Offered Privately	E - Premium

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Commission	Department - Division	Program Name	Provide a brief description of the program and objectives	Program - Type 1	Program Type 2
Comm. of Community Services	Recreation	Bowling Alley (Maple CC)		Offered Privately	E - Premium
Comm. of Community Services	Recreation	Permits/Hockey/Figure Skating	To provide facility rental space for various uses including hockey and figure skating. Objectives include increase utilization & revenue.	Service	D - Standard Desirable
Comm. of Community Services	Recreation	Services in Kind	To provide equipment rentals. Objectives include revenue generation and public convenience.	Service	D - Standard Desirable
Comm. of Community Services	Recreation	Sports Village	To provide arena rentals to minor groups. Objectives include increase utilization & revenue	Offered Privately	E - Premium
Comm. of Community Services	Recreation	Vending & Concessions	The provision of vending and concession services at City of Vaughan community centres allows patrons to purchase snack, hot and cold beverages. The contract for vending and concessions, via the purchasing	Offered Privately	E - Premium
Comm. of Community Services	Recreation	YRT	In support of offering multi-services at community centres, the department provides patrons the convenience of being able to purchase YRT tickets at customer service desks.	Service	B - Standard Essential
Comm. of Community Services	Recreation - Aquatics	Aquatics – Instructional	The aquatic instructional program primarily focuses on providing learn to swim opportunities for residents of all ages and abilities. The objectives of the program are to provide provide lessons which teach	Service	D - Standard Desirable
Comm. of Community Services	Recreation - Aquatics	Recreational Programs and Open Access	The Recreation and Culture Department offers drop-in recreational programs to City of Vaughan residents including aquafit and length/fitness swims. The objective of the program is to provide	Service	D - Standard Desirable
Comm. of Community Services	Recreation - Fitness Centres	Fitness Centres – General Fitness	Provides a variety of fitness and physical activity options in order to meet the needs of the growing and increasingly diversified communities in our City.	Service	D - Standard Desirable
Comm. of Community Services	Recreation - Fitness Centres	Fitness Centres – Personal Training	Provides an in-depth assessment of one's health followed by detailed fitness and lifestyle planning and execution of necessary steps to achieve one's individual goals.	Offered Privately	E - Premium
Comm. of Community Services	Recreation - General Programs	Adult	Registered and drop in Adult programming provides participants with the opportunity to enjoy recreation and cultural activities at their leisure. A healthy and stimulated adult demographic yields productive	Service	D - Standard Desirable
Comm. of Community Services	Recreation - General Programs	Before and After School Program	The Recreation and Culture Department provides before and after school care at five Catholic Elementary schools in Maple/Woodbridge. Activities and supervision are provided to children from JK – Gr 8 for	Service	D - Standard Desirable
Comm. of Community Services	Recreation - General Programs	Camps	Offers a safe, high quality summer camp experience to every camper registered. Recent research has indicates that camp experience actually contributes to the physical, emotional, scioal and intellectual	Service	D - Standard Desirable

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Commission	Department - Division	Program Name	Provide a brief description of the program and objectives	Program - Type 1	Program Type 2
Comm. of Community Services	Recreation - General Programs	Children and Youth	Children and Youth recreational and registered programs provide a place for community children and youth to be active, socialize and learn skills that contribute to their growth as citizens. Youth oriented	Service	D - Standard Desirable
Comm. of Community Services	Recreation - General Programs	Preschool Aged Programs	Objective of preschool program is to deliver high quality infant, toddler and preschool programs and services that meet the diverse needs of our residents. Emphasis on enhancing each child's social, emotional and	Service	D - Standard Desirable
Comm. of Community Services	Recreation - General Programs	Seniors	Seniors programming is provided both as registered programs for older adults (fitness, dance, arts, etc.) as well as through Older Adult Clubs that operate largely independently but are provided space in	Service	D - Standard Desirable
Comm. of Community Services	Recreation - Ice Rinks	Public Skating	Public skating provides an opportunity for physical exercise, parents to interact with their children, social interaction within the community. All ages from toddlers to older adults can enjoy time spent on our ice rinks	Service	D - Standard Desirable
Comm. of Engineering & PWs	Develop&Transport Engineering	Development Inspection and Lot grading	Provide inspection for subdivision development from greenfield to assumption including review of grading permits such as subdivision, pool, infill homes and additions. release and reduce letters of credit	Service	C - Standard Traditional
Comm. of Engineering & PWs	Develop&Transport Engineering	Development Services	Agreements, Construction Drawings, Site Plans, C of A, Design Criteria and Standards, New products review.	Service	B - Standard Essential
Comm. of Engineering & PWs	Develop&Transport Engineering	Engineering Planning & Studies Division	Urban Water Infrastructure Master Plans, Class EA Studies, Storm Water Management Pond Retrofit / Monitoring Programs, TRCA / York Region liaison, Development Charges, Water Conservation, I/I Reduction,	Service	C - Standard Traditional
Comm. of Engineering & PWs	Develop&Transport Engineering	Transportation Engineering	Implementation of the TMP and PBMP and their goals, principles and programs in support of the City's Growth Management Strategy and Vision 2020. Review of transportation impacts of OPs, OPAs , Secondary	Service	B - Standard Essential
Comm. of Engineering & PWs	Engineering Services	Linear Infrastructure Renewal Management	Provides for the asset management, capital planning, design and construction for all linear assets owned by the City	Service	B - Standard Essential
Comm. of Engineering & PWs	Engineering Services	Pavement Markings	Annual program to re-apply pavement markings on all municipally owned roads	Service	A - Mandatory
Comm. of Engineering & PWs	Engineering Services	Traffic Studies (Existing)	Carry out investigations to determine if operational conditions require modifications due to safety concerns within the municipal right of way	Service	C - Standard Traditional
Comm. of Engineering & PWs	Engineering Services	Utility Coordination	Review, approve and inspect applications from utility companies for works within the municipal right of way	Service	C - Standard Traditional
Comm. of Engineering & PWs	Public Works - Roads Maintenance	Graffiti removal	Cleaning of graffiti from bridge abutments, sidewalks, roads, street light poles, etc.	Service	C - Standard Traditional

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Commission	Department - Division	Program Name	Provide a brief description of the program and objectives	Program - Type 1	Program Type 2
Comm. of Engineering & PWs	Public Works - Roads Maintenance	Platform Maintenance (linear repairs and pm)	This program involves asphalt repairs, crack routing and sealing, milling and paving, etc. to ensure the road platform is maintained in a safe condition.	Service	A - Mandatory
Comm. of Engineering & PWs	Public Works - Roads Maintenance	Road Patrol	Provide daily inspection of various road classifications to report and take action on unsafe conditions, monitor road conditions in winter, and respond to emergency calls for roads.	Service	A - Mandatory
Comm. of Engineering & PWs	Public Works - Roads Maintenance	Road Sign Maintenance	Installation and maintenance of regulatory and non-regulatory signs	Service	A - Mandatory
Comm. of Engineering & PWs	Public Works - Roads Maintenance	Roadway Sweeping	Routine street sweeping and litter collection from City streets.	Service	C - Standard Traditional
Comm. of Engineering & PWs	Public Works - Roads Maintenance	Yard Operations	This activity involves loading debris, stockpiling materials, maintenance of surface areas, cleaning of the yard, etc.	Support	C - Standard Traditional
Comm. of Engineering & PWs	Public Works - Waste Management	Backyard Composters	Provision (sale) of backyard composters to City Residents. Partial subsidy	Offered Privately	E - Premium
Comm. of Engineering & PWs	Public Works - Waste Management	Blue Box (Recycling) Collection	Collection of residential blue box materials from single family dwellings and grandparented multi-residential units and limited small commercial properties	Service	B - Standard Essential
Comm. of Engineering & PWs	Public Works - Waste Management	Garbage	Collection of residential waste from single family dwellings, and grandparented multi-residential units, and limited small commercial properties.	Service	B - Standard Essential
Comm. of Engineering & PWs	Public Works - Waste Management	Green Bin (Organics) Collection	Collection of residential green bin material from single family dwelling units (no Multi Res or IC & I)	Service	B - Standard Essential
Comm. of Engineering & PWs	Public Works - Waste Management	Large Appliance Collection program	By appointment. Full cost recovery. Collection services provided to single family dwellings and grandparented multi unit residential dwellings	Offered Privately	E - Premium
Comm. of Engineering & PWs	Public Works - Waste Management	Leaf and Yard Waste & Christmas Tree Collection	Residential Curbside Collection	Service	B - Standard Essential
Comm. of Engineering & PWs	Public Works - Waste Management	Waste - Promotion and Education	Promoting and educating residents about the City's waste collection program	Support	D - Standard Desirable
Comm. of Engineering & PWs	Public Works - Winter Control	Ice and Snow Removal	After repeated road ploughings, the road width becomes too narrow due to the windrows of snow. In order to restore a safe road width for emergency vehicle access, the snow is removed from one side of the	Service	A - Mandatory

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Commission	Department - Division	Program Name	Provide a brief description of the program and objectives	Program - Type 1	Program Type 2
Comm. of Engineering & PWs	Public Works - Winter Control	Road Snow Clearing	This program involves the ploughing of snow when accumulations reach 5+ cm. Objective is to maintain roads in a safe condition.	Service	A - Mandatory
Comm. of Engineering & PWs	Public Works - Winter Control	Salting & Sanding	This involves the application of de-icing material to the roads in winter to ensure safe vehicle travel.	Service	A - Mandatory
Comm. of Engineering & PWs	Public Works - Winter Control	Snow fencing	This activity involves the placement of snow fence on private property in rural areas to reduce drifting of snow on the roadway.	Service	C - Standard Traditional
Comm. of Engineering & PWs	Public Works - Winter Control	Windrow Snow Clearing	This program is designed to clear the snow from residential driveway entrances after the road plough goes by.	Offered Privately	E - Premium
Comm. of Engineering & PWs	Public Works - Winter Control	Yard Operations (Stockpiling salt/sand)	This activity involves loading the salt storage domes with material prior to, and during, the winter season.	Support	C - Standard Traditional
Comm. of ETD & Corp. Commun.	Access Vaughan	Information Desk, General Inquiries, City Promotion	Information Desk - assist all face-to-face patrons and Council with appointments, Call Centre - answer all inbound calls, resolve over 50% of calls, City Promotion - promote E-news and important	Service	D - Standard Desirable
Comm. of ETD & Corp. Commun.	Corporate Communications	City Website Content Management	Corporate Communications has overall responsibility for the content on the City's website.	Support	D - Standard Desirable
Comm. of ETD & Corp. Commun.	Corporate Communications	Communications Support - Internal, External, Crisis	Provide City communications to internal and external stakeholders and manage communications in a crisis	Service	C - Standard Traditional
Comm. of ETD & Corp. Commun.	Corporate Communications	Marketing and Promotion	Marketing activities are provided as a service to other departments managing a program or initiative. At the corporate level the department produces the Report to Citizens (annual report).	Support	D - Standard Desirable
Comm. of ETD & Corp. Commun.	Corporate Communications	Media Relations	Supports mandate of communicating City service levels and distributing information to key stakeholders. Involves issue management to promote positive City image.	Support	D - Standard Desirable
Comm. of ETD & Corp. Commun.	Economic and Business Develop.	Business Investment and Attraction	Build the City's role as a major centre of future growth as the gateway or access point to the GTA megaregion.	Service	C - Standard Traditional
Comm. of ETD & Corp. Commun.	Economic and Business Develop.	Corporate Branding and Marketing	Brand and market the city to internal and external business audience	Support	C - Standard Traditional
Comm. of ETD & Corp. Commun.	Economic and Business Develop.	Economic Cluster Development	Through business retention and expansion programs, grow the economic base by developing strong economic clusters or centres of competitive advantage which are used to distinguish Vaughan from its	Service	C - Standard Traditional

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Commission	Department - Division	Program Name	Provide a brief description of the program and objectives	Program - Type 1	Program Type 2
Comm. of ETD & Corp. Commun.	Economic and Business Develop.	Employment Zone Development	To promote development opportunities within the City's key geographic areas in order to attract new investments, jobs, etc. (e.g. VMC, VEZ, future hospital lands, Highway 400 North lands).	Service	C - Standard Traditional
Comm. of ETD & Corp. Commun.	Economic and Business Develop.	Foreign Business Development	Manage and develop international relationships both from a cultural, social, and economic/business basis.	Service	D - Standard Desirable
Comm. of ETD & Corp. Commun.	Economic and Business Develop.	Vaughan Business Enterprise Centre (VBEC)	VBEC's core responsibility is to support local entrepreneurs and small businesses with 10 or fewer employees, in the development and expansion of Small, Medium Enterprises. VBEC also supports the	City Building	E - Premium
Comm. of ETD & Corp. Commun.	Information & Technology Mgmt.	Business Analysis	To provide internal depts with Business Analysis (BA) services supporting and promoting business transformation and understanding of business requirements which leads to better info. to justify, prioritize	City Building	E - Premium
Comm. of ETD & Corp. Commun.	Information & Technology Mgmt.	Data & Voice Network Management	Design, implement, operate and maintain corporate data and voice network and equipment in support of City wide (including VPL and VFRS) operations.	Support	C - Standard Traditional
Comm. of ETD & Corp. Commun.	Information & Technology Mgmt.	Data Centre Operations	Host, secure, maintain and operate City, VPL, VFRS central computer and telecommunication equipment and data resources	Support	C - Standard Traditional
Comm. of ETD & Corp. Commun.	Information & Technology Mgmt.	HelpDesk	To provide technical assistance to internal clients related to their personal computing and telecommunication use.	Support	D - Standard Desirable
Comm. of ETD & Corp. Commun.	Information & Technology Mgmt.	Project Management	To provide internal departments with project management (PM) services ensuring that all projects are delivered according to a standard PM methodology. Making sure that the right people deliver the right	City Building	E - Premium
Comm. of ETD & Corp. Commun.	Information & Technology Mgmt.	Solutions Management	Design, implement, operate and maintain corporate information/business systems (JDE, GIS, Exchange, Class, Amanda, VTax, ...) in support of City wide (including VPL and VFRS) operations. There	Support	C - Standard Traditional
Comm. of ETD & Corp. Commun.	Information & Technology Mgmt.	Technology & Telecommunications Asset Mgmt	Tracking and managing City wide (including VPL and VFRS) technology and telecommunications assets	Support	C - Standard Traditional
Comm. of Finance & Corp. Serv	Accounting and Financial Services	Accounts Payable	Pays the City bills	Support	B - Standard Essential
Comm. of Finance & Corp. Serv	Accounting and Financial Services	Financial Statements	Produced draft consolidated Financial Statements, schedules and notes including the Provincial Financial Information Return and MPMP schedules.	Support	A - Mandatory
Comm. of Finance & Corp. Serv	Accounting and Financial Services	General Accounting	Bank reconciliations, account analysis and reconciliations, dept financial reporting	Support	B - Standard Essential

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Commission	Department - Division	Program Name	Provide a brief description of the program and objectives	Program - Type 1	Program Type 2
Comm. of Finance & Corp. Serv	Accounting and Financial Services - Property Tax	Property Assessment	To maintain and protect the assessment base of the City including facilitating new assessment on the roll	Support	C - Standard Traditional
Comm. of Finance & Corp. Serv	Accounting and Financial Services - Property Tax	Property Tax Billing and Collections	Bill and collect property taxes to/from residents and businesses and governments	Support	A - Mandatory
Comm. of Finance & Corp. Serv	Budgeting & Financial Planning	Capital Budget & Accounting, Reserves & Trust Mgt	This division performs multi year capital planning, reserve management, LTD issuance, grant funding, PSAB, capital and trust accounting, statutory compliance and corporate reporting, related research, analysis	Support	A - Mandatory
Comm. of Finance & Corp. Serv	Budgeting & Financial Planning	Grants Research, Management, Administration	Our grant specialist assists departments in finding alternative funding sources to reduce impact on the tax levy. Opportunities for funding are identified, applied for and administered once awarded	City Building	E - Premium
Comm. of Finance & Corp. Serv	Budgeting & Financial Planning	Long Range Financial Planning (LRFP)	Developing a consolidated financial forecast to aide in decision making and ultimately the development of principles, policies, and a master financial plan	City Building	E - Premium
Comm. of Finance & Corp. Serv	Budgeting & Financial Planning	Operating Budget Division	This division performs multi year operating revenue/expense and levy planning, works collaboratively with departments of financial matters, statutory compliance and corporate reporting, related research, analysis	Support	A - Mandatory
Comm. of Finance & Corp. Serv	Budgeting & Financial Planning	Program Costing and Special Projects	Program costing to support fees requiring legislative compliance and/or city recovery targets, Costing of new initiatives, and working on assigned special projects/corporate initiatives, performance measures and indicators	Support	C - Standard Traditional
Comm. of Finance & Corp. Serv	Purchasing Services	Procurement Contract Services	Issuing and receiving bids for procurement of goods/services and construction	Support	C - Standard Traditional
Comm. of Finance & Corp. Serv	Reserves & Investments	Development Charge Administration	To administer the collection of development charges received from the development community and develop the A - Mandatory 5 year development charge back-ground studies.	Support	B - Standard Essential
Comm. of Finance & Corp. Serv	Reserves & Investments	Letters of Credit and Securities	Administration of letter of credit and securities, including security, redording, renewal and amendment.	support	C - Standard Traditional
Comm. of Finance & Corp. Serv	Reserves & Investments	Managing Investment Portfolio	To optimize the utilization of the City's cash resources	Support	C - Standard Traditional
Comm. of Legal & Admin. Serv.	City Clerk	Access & Privacy	Ensure City's compliance with the Municipal Freedom of Information & Protection of Privacy Act. Objective-support an access & privacy culture that balances accountability & transparencywith the need for protection	Service	A - Mandatory

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Commission	Department - Division	Program Name	Provide a brief description of the program and objectives	Program - Type 1	Program Type 2
Comm. of Legal & Admin. Serv.	City Clerk	Committee of Adjustment and Development Services	Processes Minor Variances and Consent applications. Administrative role associated with registration of subdivision agreements, condominium and site plans. Ensure proper notifications of Public	Service	A - Mandatory
Comm. of Legal & Admin. Serv.	City Clerk	Corporate Mail and Printing Services	Provides pick-up and delivery of City departments internal and external mail, including processing outgoing mail. Provides high speed production printing services that include cerloxing, binding, booklets,	Support	C - Standard Traditional
Comm. of Legal & Admin. Serv.	City Clerk	Council Corporate	Staff and services supporting the Mayor and Members of Council as a whole.	Support	D - Standard Desirable
Comm. of Legal & Admin. Serv.	City Clerk	Council Secretariat Services	Supports Council's deliberation processes through advice & guidance on meeting procedures, related legislation, policies & protocols, document preparation, maintenance of public record, scheduling &	Support	A - Mandatory
Comm. of Legal & Admin. Serv.	City Clerk	Courier Services	Picks up & delivers internal/external mail from satellite locations & Canada Post. Evening courier services provided to Members of Council on a Friday before Council/Standing Committee meetings the following	Support	D - Standard Desirable
Comm. of Legal & Admin. Serv.	City Clerk	Elections	Municipal Elections are held once every 4 years with intervening by-elections as necessary. The Clerk is, by statute, responsible for running elections but works closely with City staff across all departments.	Support	A - Mandatory
Comm. of Legal & Admin. Serv.	City Clerk	Insurance and Risk Management	The insurance program incorporates a comprehensive liability policy that covers the City for the present limit of \$ 10M. The objective is to identify risk and take measures to reduce them.City assets are identified	Support	C - Standard Traditional
Comm. of Legal & Admin. Serv.	City Clerk	Licensing and Permits	The program is designed to issue licenses to a designated set of businesses and activities, as set out in the Licensing by-law and other acts. The purpose of licensing is threefold- Health and Safety, Nuisance	Service	C - Standard Traditional
Comm. of Legal & Admin. Serv.	City Clerk	Records Management Services	Provides comprehensive records and information management services to promote operational efficiency, public accountability, government transparency and legislative compliance through a systematic records	Support	A - Mandatory
Comm. of Legal & Admin. Serv.	City Clerk - Archival Services	Archival Services - Local Artifacts	Acquires, manages and preserves community records with historical and informational value documenting the evolution of Vaughan from 1790-present as a resource for residents. This constitutes the City's Local	City Building	E - Premium
Comm. of Legal & Admin. Serv.	City Clerk - Archival Services	Archival Services - Records	Ensures City creates, identifies, manages, preserves and provides secure access to its records with long-term business and legal value (includes e-recs).	Support	A - Mandatory
Comm. of Legal & Admin. Serv.	Enforcement Services	Animal Services	Provide animal control and sheltering services for the City, and other municipalities under contract	Service	B - Standard Essential
Comm. of Legal & Admin. Serv.	Enforcement Services	By-Law Enforcement - General	Enforcement of the City's 38 enforceable general Bylaws. Investigations are generally commenced through complaint	Service	B - Standard Essential

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Commission	Department - Division	Program Name	Provide a brief description of the program and objectives	Program - Type 1	Program Type 2
Comm. of Legal & Admin. Serv.	Enforcement Services	By-Law enforcement - Property Standards	To enforce the Property Standards Bylaw to encourage compliance with the established requirements for all property types in the City of Vaughan. Investigations are generated through complaints. Charges are	Service	B - Standard Essential
Comm. of Legal & Admin. Serv.	Enforcement Services	By-Law Enforcement - Zoning	To enforce the provisions of the Zoning Bylaw, to encourage compliance with the established requirements for all locations. Investigations are generated by complaints. Charges are heard at the provincial court level	Service	B - Standard Essential
Comm. of Legal & Admin. Serv.	Enforcement Services	Events Security	Provide highly visible security of significant corporate events on City Property. Including Council meetings and paid duty at Community Centres	Service	D - Standard Desirable
Comm. of Legal & Admin. Serv.	Enforcement Services	Licensing Enforcement	Enforcement of the provisions of the Licensing bylaw. Predominant focus on mobile industries and massage parlours. Investigations commenced generally proactively	Service	C - Standard Traditional
Comm. of Legal & Admin. Serv.	Enforcement Services	Park and Community Patrol	High Visibility patrols of City parks and community centres to ensure the facilities are safe and are in compliance with the bylaw. Unit also attends corporate park events	City Building	E - Premium
Comm. of Legal & Admin. Serv.	Enforcement Services	Parking and Signs	Enforce the provisions of the parking and signs bylaws. Enforcement through reactive and proactive methodologies	Service	B - Standard Essential
Comm. of Legal & Admin. Serv.	Enforcement Services	Penalty Notice, Collections, First Attendance	Program of ticket issuance, management, dispute and collection	Service	D - Standard Desirable
Comm. of Legal & Admin. Serv.	Human Resources	Compensation and Benefits	Negotiate & administer benefits contracts, implement changes, administer OMERS & counsel ees on retirement options & issues. Conduct salary surveys, job evaluation for internal and external equity.	Support	C - Standard Traditional
Comm. of Legal & Admin. Serv.	Human Resources	Crossing Guards	Provide permanent and standby staffing for all Council approved crosswalks and manage quality of service provided	Other Govt	E - Premium
Comm. of Legal & Admin. Serv.	Human Resources	Health and Safety	Oversees the implementation of H&S program support depts with training, hazard id & control, address concerns & support the work of Jt H&S Cttees. Implement Attd Mgmt and Disability Mgmt prog, submit &	Support	C - Standard Traditional
Comm. of Legal & Admin. Serv.	Human Resources	Labour Relations	Provide advice/guidance to support mgmt in addressing performance issues and other labour relations matters. Ensures compliance with employment legislation, CBA's. Present grievances and attempt to	Support	A - Mandatory
Comm. of Legal & Admin. Serv.	Human Resources	Learning and Development	Promote life long learning, provide training dvlpt coaching mentoring and recog Support the training rqd for ees current jobs &support ldrshp dvlpt & succession planning Recog ees perf & srvc annually & dvlp	Support	C - Standard Traditional
Comm. of Legal & Admin. Serv.	Human Resources	Recruitment	Supports hiring managers in the attraction and selection of qualified applicants for all vacancies in accordance with City policies, collective agreements and legislation.	Support	B - Standard Essential

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Commission	Department - Division	Program Name	Provide a brief description of the program and objectives	Program - Type 1	Program Type 2
Comm. of Legal & Admin. Serv.	Legal Services	Drafting and Reviewing Documents	Prepare, negotiate & review contracts agreements, by-laws & other documents effectively to protect the municipality's interests. Advise on interpretation and implementation of legislative amendments which	Support	C - Standard Traditional
Comm. of Legal & Admin. Serv.	Legal Services	Legal Actions	Defend legal proceedings commenced against municipality & to initiate legal proceedings to protect City's interests or to enforce legal obligations, including prosecutions.Includes overseeing delivery of	Support	C - Standard Traditional
Comm. of Legal & Admin. Serv.	Legal Services	Legal Advice	Provide timely, accurate, relevant and strategic legal advice on corporate objectives, legislative compliance, strategic initiatives, general administrative and operational issues and risk management affecting the	Support	C - Standard Traditional
Comm. of Legal & Admin. Serv.	Legal Services	OMB Hearings	Participation in OMB appeals related to OP's, zoning bylaws, site plans, plans of subdivn., minor variances & consents for the purpose of supporting the City's objectives with respect to the plng. development	Service	B - Standard Essential
Comm. of Legal & Admin. Serv.	Legal Services - Real Estate	Acquisitions and Dispositions of Land	The Real Estate Department is responsible for the acquisition of real property for all municipal purposes, and disposition of surplus City lands, including fee simple, easement interests and leases, either	Support	C - Standard Traditional
Comm. of Legal & Admin. Serv.	Legal Services - Real Estate	Cash-in-Lieu of Parkland Dedication	The Real Estate Department is responsible for the valuation of property to determine amounts payable pursuant to the Planning Act for cash-in-lieu of parkland dedication.	Support	C - Standard Traditional
Comm. of Planning	Building Standards	Lawyers Compliance and Written Zoning Responses	Written Zoning and OBC information respecting City Zoning By-laws and Ontario Building Code matters.	Service	D - Standard Desirable
Comm. of Planning	Building Standards	License and other Client Clearance Letters.	City Zoning and Building Code Clearance Letters required by other government authorities	Service	C - Standard Traditional
Comm. of Planning	Building Standards	Non-OBC Permit Application Review (Signs, Pools)	Review of Non- Ontario Building Code Permit Applications for compliance with City By-laws	Service	D - Standard Desirable
Comm. of Planning	Building Standards	O.B.C Building Permit Review & Inspections	Examinations and Inspections of Building Permit Applications	Service	A - Mandatory
Comm. of Planning	Building Standards	Title Restriction Clearances	Enforcement of the provisions of the City's Subdivision Agreements with the uses of Title Restrictions.	Service	C - Standard Traditional
Comm. of Planning	Development Planning	Application Examination and Approval	Pre-consult with developers to determine complete application requirements. Review, analysis and provide recommendations to Vaughan Council on all Planning Act Applications	Service	A - Mandatory

Attachment #1: Program Index and Description – 2011

Commission	Department - Division	Program Name	Provide a brief description of the program and objectives	Program - Type 1	Program Type 2
Comm. of Planning	Development Planning	GIS Geographic Information System	maps & graphics are prepared & maintained including; zoning map, land use schedules, aerial maps, attachments & exhibits for CW Rpts & OMB hearings, assigning & maintaining St. names, & maintaining inventory of R-	Support	D - Standard Desirable
Comm. of Planning	Development Planning	OMB Hearings	Department Staff must prepare case book, exhibits, attend hearings, act as expert witness, and provide settlement evidence in support of Dept & or Council position on development applications, in front of a quasi-	Service	A - Mandatory
Comm. of Planning	Development Planning	Urban Design and Landscape Architecture	Review and provide comments on all development proposals. Prepare urban design guidelines and streetscape plans for the City, secondary plan areas, specific official plan documents.	Service	A - Mandatory
Comm. of Planning	Policy Planning	OMB Appeals to VOP 2010 and Secondary Plans	Promotes the creation of quality communities in the City of Vaughan by developing Planning Act based policy to guide the growth and physical development of the City. Some policies are appealed to the OMB.	Service	A - Mandatory
Comm. of Planning	Policy Planning	Secondary Plans/Local Studies/Specialized Projects	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 to 2031.	Service	C - Standard Traditional
Comm. of Planning	Policy Planning	Vaughan Official Plan 2010 (VOP 2010)	The VOP 2010 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 to 2031.	Support	A - Mandatory
Integrity Commissioner	Integrity Commissioner	Integrity Commissioner	The mandate of the Office of the Integrity Commissioner is to ensure that the rule of the Code of Ethical Conduct governing elected officials is objectively applied. This may entail conducting inquiries on complaint	City Building	E - Premium
Library Board	Vaughan Libraries	Core Programs	A - Mandatory programs identified in VPL Services Position Papers ie multiple literacies development (reading, writing, use of technology, evaluation of information, critical thinking skills)	Service	B - Standard Essential
Library Board	Vaughan Libraries	Non-Core Programs & Events	Programs offered based on expressed community need, celebrations, festivals facilitating increased exposure in community & increased promotional opportunity for VPL	Offered Privately	E - Premium
Library Board	Vaughan Libraries	Places and Spaces	All 7 library locations are accessible free of charge providing places to relax, socialize, study, wireless Internet access & rentable meeting rooms. Our Mission: offer welcoming destinations that educate, excite & empower our community.	Service	D - Standard Desirable

Attachment #1: Program Index and Description – 2011

Commission	Department - Division	Program Name	Provide a brief description of the program and objectives	Program - Type 1	Program Type 2
Library Board	Vaughan Libraries	Provide Research Assistance	Research Assistance is a core library service. Professional staff provide quality, impartial & unbiased assistance while addressing customers' information needs. Assistance is available in person, online & via	Service	C - Standard Traditional
Library Board	Vaughan Libraries	Technology	Includes PC replacement, software, wireless access, ebooks, early literacy stations, self service via website, printing for residents. Also includes software to manage library functions.	Service	D - Standard Desirable
Library Board	Vaughan Libraries - Collections	Collections	VPL offer unbiased diverse collections in print, audio visual and electronic formats in many languages free for use of citizens	Service	B - Standard Essential

Attachment #2: Service Streams and Programs

* M – Mandatory
SE – Standard Essential
ST – Standard Traditional
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P – Premium

Id	Stream	Description	Programs / Services	Department	Type*	Rationale
1	Asset Management – Cemetery Management	Maintenance and management of all City-owned cemeteries	<ul style="list-style-type: none"> Cemetery 	<ul style="list-style-type: none"> P & FO 	M	<ul style="list-style-type: none"> Enables management of asset lifecycle
2	Asset Management – Facilities Management	Design, construct, maintain and manage City-owned facilities	<ul style="list-style-type: none"> Building Construction Cafeteria Services City Playhouse Community Centres Fire Stations Historical Buildings Libraries Municipal Buildings Other facilities Parks Facilities Uplands Golf/Ski Acquisition & Dispositions 	<ul style="list-style-type: none"> B & F B & F B & F B & F B & F B & F B & F B & F B & F B & F B & F LS – RE 	<ul style="list-style-type: none"> ST P P ST SE ST ST ST SD SD P ST 	<ul style="list-style-type: none"> Enables management of asset lifecycle
3	Asset Management – Fleet Management	All services related to the acquisition, maintenance and disposal of City vehicles	<ul style="list-style-type: none"> Fire Mechanical Fuel Pumps Repairs & Maintenance Yard Operations 	<ul style="list-style-type: none"> F & RS Fleet Fleet PW 	<ul style="list-style-type: none"> SE SE ST ST 	<ul style="list-style-type: none"> Enables management of asset lifecycle
4	Asset Management – Green Space Management	Plan, design, construct, and maintain City parks and open spaces	<ul style="list-style-type: none"> Playgrounds etc. Portable washrooms Trails / Paths / Open Spaces Park/Open Space Planning, Design & Construction Open Space Acquisition Park Facilities Replacement Trail Network Planning Open / Sports Spaces Maintenance Cash-in-lieu of parkland 	<ul style="list-style-type: none"> P & FO P & FO P & FO PD PD PD PD P & FO LS – RE 	<ul style="list-style-type: none"> SD SD SD ST ST ST ST SD ST 	<ul style="list-style-type: none"> Enables management of asset lifecycle

Attachment #2: Service Streams and Programs

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Id	Stream	Description	Programs / Services	Department	Type*	Rationale
5	Asset Management – Information Technology	All activities associated with identifying system requirements, acquiring, developing, managing and supporting systems and technical infrastructure.	<ul style="list-style-type: none"> • Business analysis • Data & voice network • Data centre operations • Help desk • Project management • Solutions management • Asset management • Data & Security 	<ul style="list-style-type: none"> • ITM • ITM • ITM • ITM • ITM • ITM • ITM • ITM 	<ul style="list-style-type: none"> P ST ST SD P ST ST ST(?) 	<ul style="list-style-type: none"> • Self-contained programs
6	Asset Management – Sewer Management	Plan, design, construct, and maintain sewers	<ul style="list-style-type: none"> • Sanitary Sewer Planning, Design & Construction • Sanitary Sewer Maintenance 	<ul style="list-style-type: none"> • PW • PW 	<ul style="list-style-type: none"> M M 	<ul style="list-style-type: none"> • Enables management of asset lifecycle
7	Asset Management – Storm Sewer / Catch Basin Management	Plan, design, construct, and maintain storm sewers & catch basins	<ul style="list-style-type: none"> • Storm Sewer Planning, Design & Construction • Storm Sewer Maintenance • Storm Water Management Ponds 	<ul style="list-style-type: none"> • PW • PW • PF&O 	<ul style="list-style-type: none"> M M SE 	<ul style="list-style-type: none"> • Enables management of asset lifecycle
8	Asset Management – Traffic Management	Design, construct, maintain and manage City-owned facilities	<ul style="list-style-type: none"> • Transportation Engineering • Pavement Markings • Traffic Studies • Utility Coordination • Graffiti Removal • Platform Maintenance • Road Patrol • Road Sign Maintenance • Roadway Sweeping • Crossing Guards • Road Planning, Design & Construction 	<ul style="list-style-type: none"> • DT&E • ES • ES • ES • PW • PW • PW • PW • PW • PW • HR • ES 	<ul style="list-style-type: none"> SE M ST ST ST M M M ST P M 	<ul style="list-style-type: none"> • Enables management of asset lifecycle • Crossing Guards in HR?

Attachment #2: Service Streams and Programs

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Id	Stream	Description	Programs / Services	Department	Type*	Rationale
9	Asset Management – Water Distribution	All services related to the acquisition, maintenance and disposal of City vehicles	<ul style="list-style-type: none"> Linear Infrastructure Renewal Management Water Distribution Planning, Design & Construction Water Distribution Protection & Maintenance Water Quality Testing 	<ul style="list-style-type: none"> ES ES PW PW 	SE M M M	<ul style="list-style-type: none"> Enables management of asset lifecycle
10	Budgeting & Financial Planning	Management of all budgeting, costing and financial planning activities	<ul style="list-style-type: none"> Capital Budgeting & Account, Reserves & Trust Grants Research Administration LRFP Operating Budget Division Program Costing 	<ul style="list-style-type: none"> B&FP B&FP B&FP B&FP B&FP 	M P P M ST	<ul style="list-style-type: none"> Activities associated with building skills, capabilities, frameworks and approaches for budget management
11	Building & Renovation Management	All activities associated with processing, reviewing, inspecting, completing and managing permits	<ul style="list-style-type: none"> Written Zoning Responses License and other Client Clearance Letters Non-OBC permits OBC building permits and inspections Title restriction clearances 	<ul style="list-style-type: none"> BS BS BS BS BS 	SD ST SD M ST	<ul style="list-style-type: none"> Represents lifecycle of permit engagement with City Title restrictions?

Attachment #2: Service Streams and Programs

* M – Mandatory
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Id	Stream	Description	Programs / Services	Department	Type*	Rationale
12	Licensing & Compliance Services	Issuing of all licenses and the enforcement (ensuring compliance) of all by-laws excluding building standards (see service stream 11)	<ul style="list-style-type: none"> • Licensing and Permits • Animal services • By-Law Enforcement (3X) • Licensing Enforcement • Security • Park & Community Patrol • Parking & Signs • Penalty Notice, Collections 	<ul style="list-style-type: none"> • C • BL&C • BL&C • BL&C / C • BL&C • BL&C • BL&C • BL&C 	ST SE SE ST SD P SE SD	<ul style="list-style-type: none"> • Covers lifecycle of compliance management – license through collection
13	Community Engagement	Development and delivery of key messages both internally and externally	<ul style="list-style-type: none"> • Access Vaughan • City website content management • Crisis communication • Marketing & promotion • Media relations 	<ul style="list-style-type: none"> • AV • CC • CC • CC • CC 	SD SD ST SD SD	<ul style="list-style-type: none"> • Requirement to keep “on message” • Ensure consistency
14	Corporate Services – Human Resources	All activities associated with attraction, retention, development and managing human capital	<ul style="list-style-type: none"> • Compensation and Benefits • Health & Safety • Labour Relations • Learning & Development • Recruitment 	<ul style="list-style-type: none"> • HR • HR • HR • HR • HR 	ST ST M ST SE	<ul style="list-style-type: none"> • Self-contained programs • (Performance appraisals?)

Attachment #2: Service Streams and Programs

* M – Mandatory
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Id	Stream	Description	Programs / Services	Department	Type*	Rationale
15	Corporate Services – Legal Services	Activities related to the provision of legal advice and support	<ul style="list-style-type: none"> Drafting and Reviewing Legal Documents Legal Advice Legal Actions 	<ul style="list-style-type: none"> LS LS LS 	ST ST ST	<ul style="list-style-type: none"> Self-contained programs
16	Corporate Services – Mail, Courier & Print Services	Production, receipt and delivery of documents, mail and packages	<ul style="list-style-type: none"> Corporate Mail & Printing Services Courier Services 	<ul style="list-style-type: none"> C C 	ST SD	<ul style="list-style-type: none"> Printing services may need to be separated (but still need to be disseminated) Activities ensure item dissemination.
17	Corporate Services – Support	Centralized corporate support functions	<ul style="list-style-type: none"> Environmental Sustainability ICI Strategic Planning Insurance & Risk Management 	<ul style="list-style-type: none"> E ICI SP C 	P P SD ST	<ul style="list-style-type: none"> Ensure alignment on developing / delivering long term vision – what & how
18	Council & Committee Governance	Centralized municipal government administrative support	<ul style="list-style-type: none"> Advisory Committees Council Corporate Council Secretariat Integrity Commissioner Internal Audit Liaison Programs SAVI VYC 	<ul style="list-style-type: none"> CS C C IC IA CS CS CS 	M/SD SD M P SD P SD SD	<ul style="list-style-type: none"> Ensure alignment on governance, admin practices, policies, processes and tools

Attachment #2: Service Streams and Programs

* M – Mandatory
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Id	Stream	Description	Programs / Services	Department	Type*	Rationale
19	Development & Land Use Planning	Review of all applications under Planning Act, develop recommendations to Council and defend decisions to OMB	<ul style="list-style-type: none"> • Development Inspection & Lot Planning • Development Services • Engineering Planning • Development Charge Administration • LoC's / Securities • Investment Portfolio • COA • GIS • OMB Hearings • Application Examination and Approval • Urban Design & Landscape • OMB Appeals to VOP / Secondary Plans • VOP • Secondary Plans 	<ul style="list-style-type: none"> • D&TE • D&TE • D&TE • R&I • R&I • R&I • C • DP • LS / DP • DP • DP • PP • PP • PP 	<ul style="list-style-type: none"> ST SE ST SE ST ST M SD SE / M M M M M ST 	<ul style="list-style-type: none"> • Complete (?) list of services associated with decisioning applications
20	Economic Development	Help grow local businesses and attract new businesses to the City	<ul style="list-style-type: none"> • Business Investment & Attraction • Corporate Branding & Marketing • Economic Cluster Development • Employment Zone Development • Foreign Business Development • VBEC 	<ul style="list-style-type: none"> • E&BD • E&BD • E&BD • E&BD • E&BD • E&BD 	<ul style="list-style-type: none"> ST ST ST ST SD P 	<ul style="list-style-type: none"> • Self-contained programs

Attachment #2: Service Streams and Programs

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Id	Stream	Description	Programs / Services	Department	Type*	Rationale
21	Elections Management	Manage all activities associated with any election	<ul style="list-style-type: none"> Elections 	<ul style="list-style-type: none"> C 	M	<ul style="list-style-type: none"> Self-contained programs
22	Financial Reporting	Governance and Reporting of all Financial Transactions	<ul style="list-style-type: none"> Financial Statements General Accounting 	<ul style="list-style-type: none"> A&FS A&FS 	M SE	<ul style="list-style-type: none"> Ensuring framework for managing financial transactions
23	Fire / Emergency Planning & Response Management	Manage all activities related to emergency planning, management, response & recovery	<ul style="list-style-type: none"> BCP Exercises & training Plans & procedures Education Risk analysis Fire Dispatch Medical Response Fire Prevention Fire Operations Fire Training 	<ul style="list-style-type: none"> EP EP EP EP EP F&RS F&RS F&RS F&RS F&RS 	P M M M M SE ST SE SE SE	<ul style="list-style-type: none"> Self-contained programs
24	Library Services	All activities provided by Vaughan Libraries	<ul style="list-style-type: none"> Core Programs Non-Core Programs Places & Spaces Research Collections Technology 	<ul style="list-style-type: none"> VPL VPL VPL VPL VPL VPL 	SE P SD ST SE SD	<ul style="list-style-type: none"> Self-contained programs

Attachment #2: Service Streams and Programs

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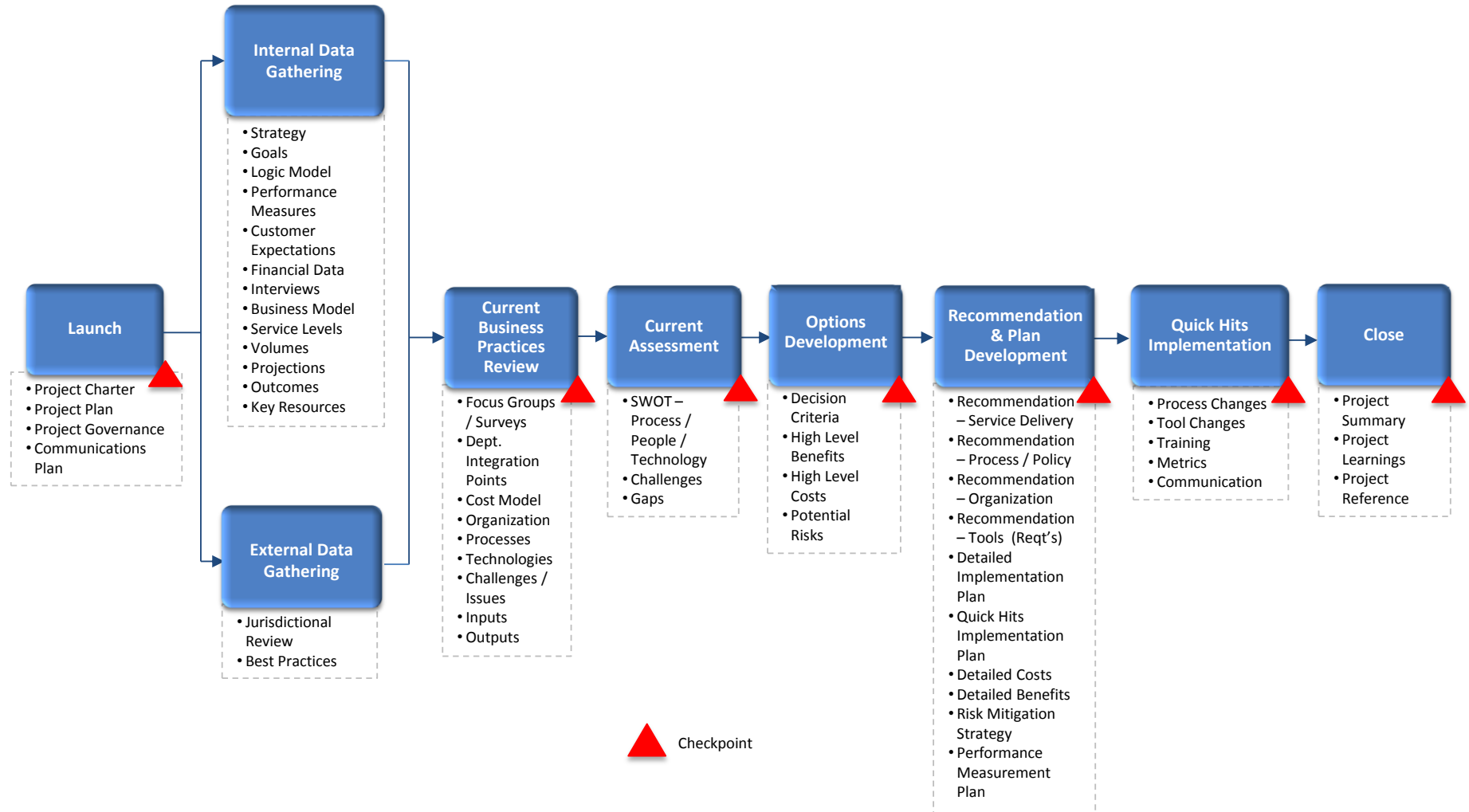
Id	Stream	Description	Programs / Services	Department	Type*	Rationale
25	Procure to Pay	Manage all activities related to procurement of, and payment for, goods, services and construction.	<ul style="list-style-type: none"> Accounts Payable Procurement Contract Services 	<ul style="list-style-type: none"> A&FS PS 	SE ST	<ul style="list-style-type: none"> Self-contained programs Contract management (?)
26	Program Development & Management	All activities associated with planning, developing, resourcing, delivering and managing recreation programs	<ul style="list-style-type: none"> Arts City Playhouse Doors Open Vaughan Heritage Vaughan Aquatics General Fitness Recreational Programs Open Access Personal Training Adult Programs Camps Children & Youth Pre-school Seniors Public Skating 	<ul style="list-style-type: none"> CS CS CS CS R R R R R R R R R R 	SD P SD ST SD SD SD P SD SD SD SD SD SD	<ul style="list-style-type: none"> Reflects similar activities
27	Property Tax Assessment, Billing & Collection	All activities associated with the assessment, billing and collection of property taxes	<ul style="list-style-type: none"> Property Assessment Property Tax Billing & Collections 	<ul style="list-style-type: none"> A&FS A&FS 	ST M	<ul style="list-style-type: none"> Lifecycle of property taxes
28	Records Management	All activities that enable the collection, storage, retrieval and dissemination of City records and artifacts	<ul style="list-style-type: none"> Access & Privacy Records Management Services Archival Services – Local Artifacts Archival Services – Records 	<ul style="list-style-type: none"> C C C C 	M M P M	<ul style="list-style-type: none"> Reflects the lifecycle of records engagement with the City

Attachment #2: Service Streams and Programs

* M – Mandatory
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Id	Stream	Description	Programs / Services	Department	Type*	Rationale
29	Revenue Management	All activities associated with identification, collection and management of revenues	<ul style="list-style-type: none"> • Advertising • Bowling Alley • Permits – Hockey etc • Services in kind • Sports Village • Vending & Concessions • YRT • Water Billing • <i>Property Tax Payment</i> • <i>Licensing Payment</i> • <i>Permitting Payment</i> • <i>Offence Penalty Payment</i> 	<ul style="list-style-type: none"> • R • R • R • R • R • R • R • PW • <i>A&FS</i> • <i>C</i> • <i>BS</i> • <i>BL&C</i> 	<ul style="list-style-type: none"> P P SD SD P P SE M M SE SE SE 	<ul style="list-style-type: none"> • Reflects similar revenue management activities
30	Softscape Management	Maintenance of plants, trees, shrubs and grass throughout the City	<ul style="list-style-type: none"> • Horticulture • Emerald Ash Borer • Storm Clean-up • Tree Maintenance • Urban Reforestation • Woodlot Management • Boulevard Maintenance 	<ul style="list-style-type: none"> • PF&O • PF&O • PF&O • PF&O • PF&O • PF&O • PF&O 	<ul style="list-style-type: none"> SD SE ST ST ST ST ST 	<ul style="list-style-type: none"> • Similar activities, assets, resources, processes and tools (?)
31	Solid Waste Management	All activities associated with managing and reducing waste collection across the City	<ul style="list-style-type: none"> • Backyard composters • Blue Box Collection • Garbage Collection • Green Bin Collection • Large Appliance Collection • Yard Waste Collection • Waste promotion & education 	<ul style="list-style-type: none"> • PW • PW / B&F • PW / PF&O / B&F • PW / B&F • PW • PW • PW 	<ul style="list-style-type: none"> P SE SE SE P SE SD 	<ul style="list-style-type: none"> • Logical Stream of waste management activities
32	Winter Control	All activities associated with ensuring roads and sidewalks are safe during winter	<ul style="list-style-type: none"> • Path/Sidewalk snow clearing • Ice and Snow Removal • Road Snow Clearing • Salting & Sanding • Snow Fencing • Windrow Snow Clearing • Yard Operations 	<ul style="list-style-type: none"> • PF&O • PW • PW • PW • PW • PW • PW 	<ul style="list-style-type: none"> P M M M ST P ST 	<ul style="list-style-type: none"> • Logical Stream of related activities

Attachment #3: Operational Review Approach




Attachment #4: Schedule of Operational Reviews

Stream ID	Stream Description	Operational Review Effort	Operational Review Plan	Internal Audit Plan	Count
32	Winter Control	Large	2013		1
31	Solid Waste Management	Large	2013		2
12	Licensing & Compliance Services	Large	2013		3
3	Asset Management - Fleet Management	Small	2013		4
25	Procure to Pay	Small	2013	2013	5
26	Program Development & Management	Large	2014		1
19	Development & Land Use Planning	Large	2014		2
4	Asset Management - Green Space Management	Large	2014		3
30	Softscape Management	Small	2014		4
29	Revenue Management	Small	2014	2014	5
27	Property Tax Assessment, Billing & Collection	Small	2014	2015	6
8	Asset Management - Traffic Management	Large	2015	2014	1
11	Building & Renovation Management	Large	2015	2015	2
21	Elections Management	Large	2015		3
17	Corporate Services - Support	Small	2015		4
14	Corporate Services - Human Resources	Small	2015		5
22	Financial Reporting	Small	2015	2015	6

Stream ID	Stream Description	Operational Review Effort	Operational Review Plan	Internal Audit Plan	Count
9	Asset Management - Water Distribution	Large	2016		1
23	Fire / Emergency Planning & Response Management	Large	2016	2015	2
2	Asset Management - Facilities Management	Large	2016	2014	3
7	Asset Management - Storm Sewer / Catch Basin Management	Small	2016		4
10	Budgeting & Financial Planning	Small	2016		5
18	Council & Committee Governance	Small	2016		6
6	Asset Management - Sewer Management	Large	2017		1
5	Asset Management - Information Technology	Large	2017		2
13	Community Engagement	Large	2017		3
15	Corporate Services - Legal Services	Small	2017		4
16	Corporate Services - Mail, Courier & Print Services	Small	2017		5
1	Asset Management - Cemetery Management	Small	2017		6
24	Library Services	Large	2018		1
20	Economic Development	Large	2018		2
28	Records Management	Large	2018		3

Note: ICI resources will also need to focus on assisting implementation of change (2014 onwards).

 Streams identified by SMT in 2013 Operational Budget Guidelines

The following programs may need to be considered “out-of-scope”:

1. Integrity Commissioner and Internal Audit included in Council & Committee Support
2. Vaughan Libraries