

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF NOVEMBER 15, 2016

Item 1, Report No. 12, of the Finance, Administration and Audit Committee, which was adopted without amendment by the Council of the City of Vaughan on November 15, 2016.

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DRAFT 2017 BUDGET AND 2018 PLAN

Further consideration of the Draft 2017 Budget and 2018 Plan was deferred to the November 14, 2016 Finance, Administration and Audit Committee meeting to continue deliberations (see 2. OTHER MATTERS CONSIDERED BY THE COMMITTEE, Item 2.1: DRAFT 2017 BUDGET AND 2018 PLAN).

Draft 2017 Budget and 2018 Financial Plan

Presentation to
Finance, Administration and
Audit Committee
November 7, 2016
Committee Room 242/243



What Have We Achieved?

- Tax rate increases kept to **3% per year**
- **\$3.3 million in savings** for 2017 while maintaining service levels
- Positions the City to **deliver on Council's Priorities**
- Targets completion of **244 of 359 open capital projects** and commits **\$260 million for 369 new projects**
- Focuses on **improving service delivery**, managing growth, and delivering services more effectively and efficiently

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November 7, 2016



How Did We Develop This Plan?

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November 7, 2016



Strategy Map

- Outlines Vaughan's **vision, mission, values**
- Brings **focus and alignment** to position City for success
- **16 priorities** for this term of Council supported by 10 Service Excellence Initiatives

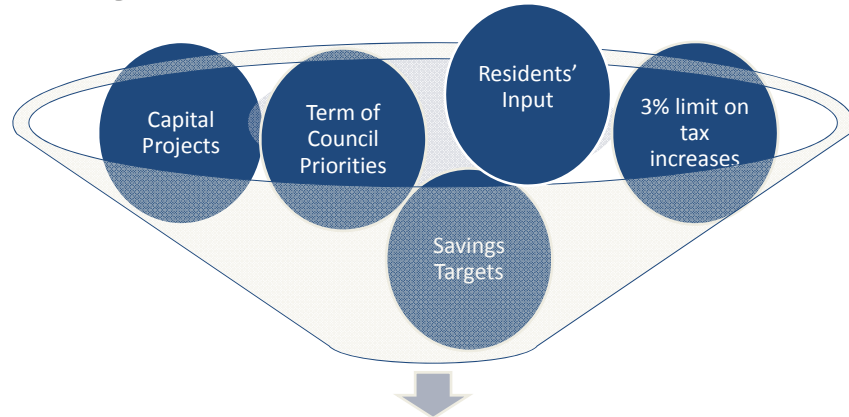


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Budget Considerations



Draft 2017 Budget and 2018 Plan

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November 7, 2016



What Are The Numbers?

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November 7, 2016



2017 Budget 2018 Plan

\$M	2016 Approved Budget	2017 Budget	2018 Plan
Gross Operating	265.2	277.1	289.2
Non-Tax Revenue	84.6	89.7	89.8
Net Operating	180.6	187.4	199.4
Assessment Growth	1.9	1.6	3.2
Supplemental Taxation & PIL	5.8	5.8	5.8
Efficiency Target			4.8
Net Levy Requirement	174.8	180.1	185.6
Incremental Tax Rate	2.90%	3.00%	3.00%
Capital - Open		158.3	
- New		114.0	145.6

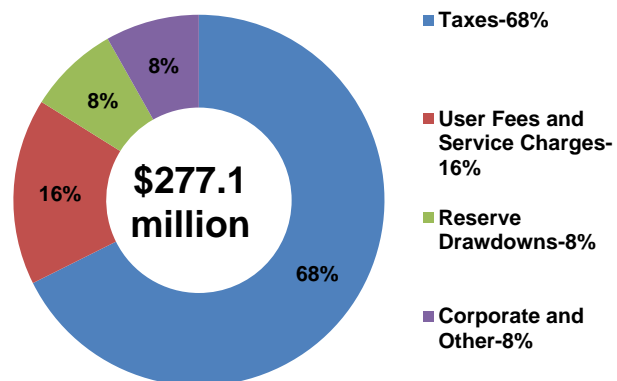
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Attachment 1 Reference: Page 7, 14 and 39

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2017 Draft Operating Revenues

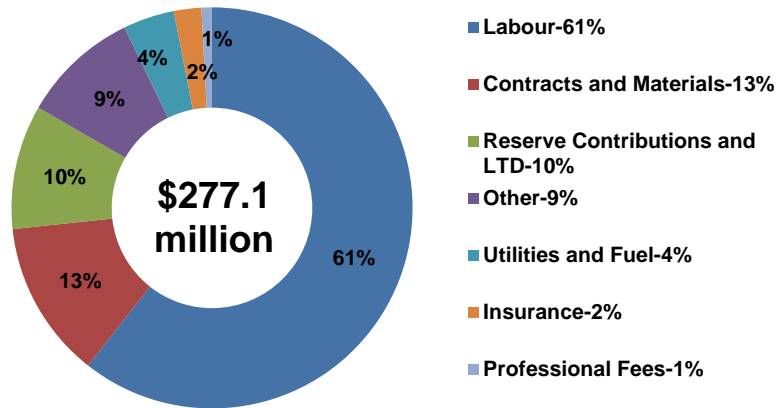


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Draft 2017 Operating Expenditures



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Operating Expenditures by Type

\$M	2016 Approved Budget	2017 Proposed Budget	2018 Plan	Average % Increase
Labour	156.9	168.0	172.7	8.47%
Contracts & Materials	33.3	35.2	36.5	7.55%
Reserve Contributions & LTD	29.6	27.8	31.6	0.75%
Other	25.9	26.2	22.7	-5.52%
Utilities & Fuel	10.9	11.5	12.2	8.55%
Insurance	6.1	6.2	6.5	4.06%
Professional Fees	2.5	2.3	2.2	-10.17%
Total Expenditures	265.2	277.1	284.4	5.80%

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\$3.3 million in Savings

\$1.3 million

- More closely align revenues and fees to the costs of providing service

\$0.8 million

- Cost recovery from capital program

\$0.7 million

- Alignment of department budgets with historical actual spend

\$0.3 million

- Better planning of maintenance activities

\$0.2 million

- Efficiencies achieved through contract negotiations

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November 7, 2016



Proposed 2017 ARRr



6 firefighters, 4 captains, 1 assistant
deputy fire chief



Positions to maintain
service delivery



Growth related and
fee funded positions

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Attachment 1 Reference: Page 247

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Proposed 2017 ARR



Positions to assist with achieving Service Excellence

Investments in:
Contract costs for software solutions
Economic Development
Asset Management



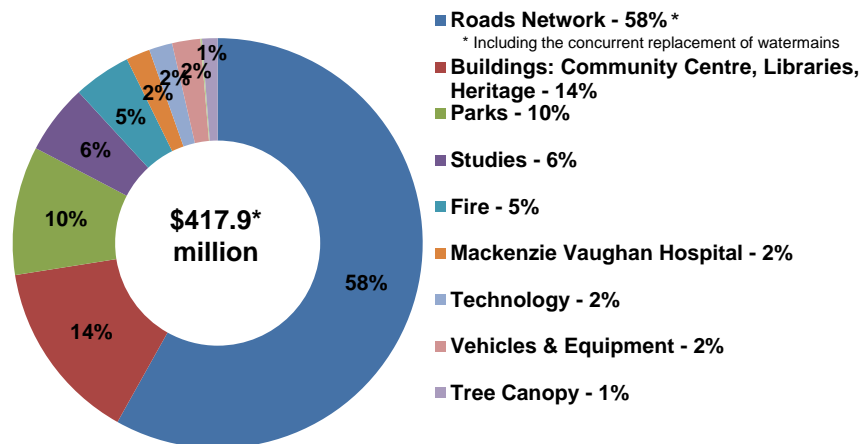
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Attachment 1 Reference: Page 247

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Capital Plan



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Attachment 1 Reference: Page 8; 51

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Capital Plan linked to Strategy Map

TERM OF COUNCIL PRIORITIES \$M	# Projects	Open	2017 Budget	2018 Plan	Total
Improve municipal road network	34	13.49	3.55	3.77	20.81
Continue to develop transit, cycling and pedestrian options to get around the City	51	14.88	5.85	5.23	25.96
Facilitate the development of the VMC	25	17.46	8.27	67.91	93.64
Support the development of the hospital	3	8.31	0.00	0.00	8.31
Re-establish the urban tree canopy	9	0.01	2.54	2.54	5.10
Invest, renew and manage infrastructure and assets	424	54.96	62.52	48.52	166.00
Continue to ensure the safety and well-being of citizens	20	7.09	0.53	3.63	11.26
Meet Council tax rate targets (no greater than 3%)	1	0.05	0.00	0.00	0.05
Update the Official Plan and supporting studies	29	5.33	1.43	1.83	8.59
Attract investment and create jobs	11	2.39	0.14	0.00	2.53
Create and manage affordable housing options (secondary suites)	1	0.01	0.00	0.00	0.01
Continue to cultivate an environmentally sustainable city	14	7.85	16.86	0.00	24.71
Support and promote arts, culture, heritage and sports in the community	60	24.68	9.71	11.18	45.57
Continue to advance a culture of excellence in governance	8	0.02	0.44	0.36	0.82
Enhance civic pride through a consistent city-wide approach to citizen engagement	10	0.02	1.02	0.44	1.48
Operational Performance	6	0.64	0.21	0.19	1.04
Staff Engagement	18	0.88	0.98	0.00	1.85
Citizen Experience	4	0.18	0.00	0.00	0.18
Total New Capital Projects	728	158.26	114.05	145.60	417.91

*Some projects span multiple years

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Attachment 1 Reference: Page 52; 54

November 7, 2016



Improve Municipal Road Networks



Total Capital Plan - \$20.1 million
On – going Activities - \$20.4 million

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Attachment 1 Reference: Page 23

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Continue to develop options to get around the City



Total Capital Plan - \$25.9 million

Attachment 1 Reference: Page 24

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Facilitate the development of the VMC

TORONTO-YORK SPADINA SUBWAY EXTENSION



Total Capital Plan - \$93.6 million

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Attachment 1 Reference: Page 25

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Support the development of the hospital



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Attachment 1 Reference: Page 26

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Re-establish the urban tree canopy



Total Capital Plan - \$5.1 million

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Attachment 1 Reference: Page 26

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Invest, renew and manage infrastructure assets



Total Capital Plan - \$166.0 million

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Attachment 1 Reference: Page 27

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Continue to ensure the safety and well-being of citizens



Total Capital Plan - \$11.3 million
Investment in Public Awareness
Programs - \$70,000



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Attachment 1 Reference: Page 28

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Meet Council tax rate targets - no greater than 3%



Total Capital Plan - \$0.05 million

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Attachment 1 Reference: Page 29

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Update the Official Plan and supporting studies



Total Capital Plan - \$8.6 million

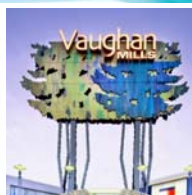
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Attract investment & create jobs



Total Capital Plan - \$2.5 million

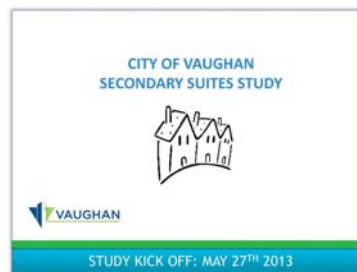
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Create and manage affordable housing options (secondary suites)



Sep 14, 2012 | Vote 0 0

30 new affordable housing units released in Vaughan

Source: Yorkregion.com

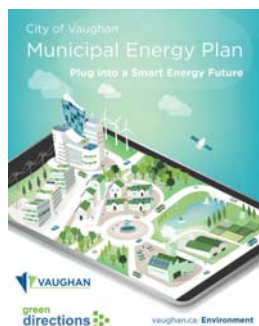
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Continue to cultivate an environmentally sustainable city



Black Creek Renewal

Total Capital Plan - \$24.7 million

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Attachment 1 Reference: Page 32

November 7, 2016



Support and promote arts, culture, heritage and sports



Total Capital Plan - \$45.6 million

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Attachment 1 Reference: Page 33

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Continue to advance a culture of excellence in governance



Total Capital Plan - \$0.8 million

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Attachment 1 Reference: Page 34

November 7, 2016



Enhance civic pride with consistent approach to citizen engagement



Total Capital Plan - \$1.5 million

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Attachment 1 Reference: Page 35

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Service Excellence Initiatives



2016 Citizen Survey

We're reaching out to residents to find out what matters most to YOU.

Share your opinion about:

- Quality of service
- Delivery of services
- User experience



SERVICE EXCELLENCE STRATEGIC INITIATIVES			
CITIZEN EXPERIENCE		OPERATIONAL PERFORMANCE	
Citizen Engagement and Service Delivery <ul style="list-style-type: none"> • Enhance service delivery through digital channels (phone, web, mobile) • Develop a service level standard to ensure service quality through consistent service delivery 	Service Delivery Options <ul style="list-style-type: none"> • Enhance service delivery options and expand services to reach residents in the desired level of service 	Operational Performance <ul style="list-style-type: none"> • Develop a service level standard to ensure service quality through consistent service delivery 	Operational Performance <ul style="list-style-type: none"> • Develop a service level standard to ensure service quality through consistent service delivery
STAFF ENGAGEMENT			
Staff Engagement <ul style="list-style-type: none"> • Develop a service level standard to ensure service quality through consistent service delivery 	Staff Engagement <ul style="list-style-type: none"> • Develop a service level standard to ensure service quality through consistent service delivery 	Staff Engagement <ul style="list-style-type: none"> • Develop a service level standard to ensure service quality through consistent service delivery 	Staff Engagement <ul style="list-style-type: none"> • Develop a service level standard to ensure service quality through consistent service delivery



Total Capital Plan - \$3.1 million

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How Does It Affect The Taxpayer?

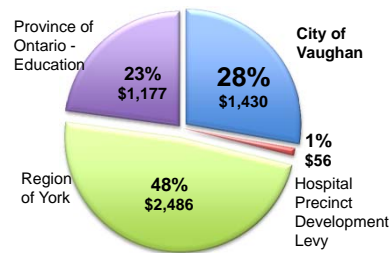
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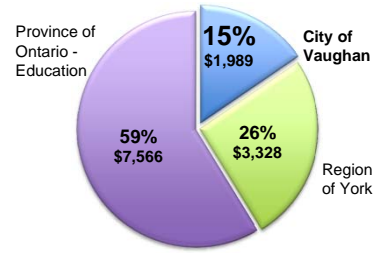


Vaughan's Portion of the 2017 Tax Bill

Average Residential Tax Bill



Average Commercial Tax Bill



*Based on York Region's 2016 Budget

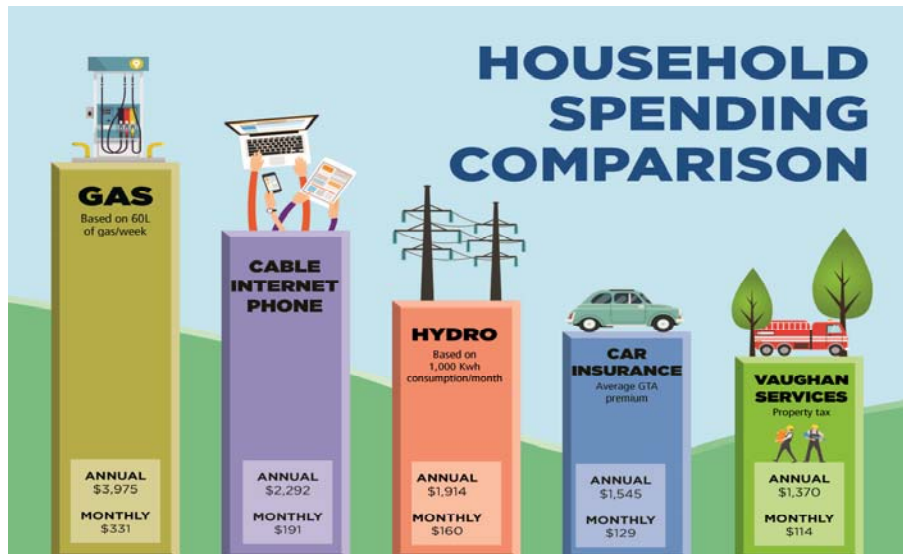
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HOUSEHOLD SPENDING COMPARISON



* Figures based on local service provider information

** Based on an estimated average assessed value of \$626,000

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Value for Your Tax Dollars



22 cents go to Public Works to maintain street and traffic lights, and clear roads during the winter



19 cents go to Community Services for recreation programs, parks maintenance and by-law enforcement



17 cents go to Fire to help keep residents safe



16 cents go to General Government, Legal and Clerks to provide internal resources to support service delivery



10 cents go to Capital Investment and Debt Servicing to build and repair City infrastructure (roads, pipes, buildings)



7 cents go to Libraries for books, resources and programs



7 cents go to Planning and Growth to manage the growth of the city



1 cent goes to the City Manager to support the City's vision



1 cent goes to Council, Internal Audit and the Integrity Commissioner to maintain governance of the City



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November 7, 2016



Upcoming Budget Meetings

- **November 14** – Departmental questions and answers
- **November 28** – Expected recommendation to council
- **December 13** – Special Council to approve the budget

Public deputations are encouraged at all budget meetings

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November 7, 2016



DRAFT 2017 BUDGET AND 2018 PLAN**Recommendation**

The Chief Financial Officer and City Treasurer and the Director of Financial Planning & Development Finance and Deputy City Treasurer, in consultation with the City Manager and the Senior Management Team recommend:

1. That the presentation on the DRAFT 2017 Budget and 2018 Plan be received;
2. That for user fee and service charges:
 - a. The schedule outlined in Attachment #3 be approved; and
 - b. That the necessary by-laws be passed with effective dates of January 1, 2017;
3. That the list of capital projects together with their total costs outlined in Section 10.4 of the Draft 2017 Budget and 2018 Plan, be approved subject to annual capital funding and the 2018 capital list be recognized;
4. That the draft 2017 operating and capital spending authority be approved and the 2018 plan be recognized as outlined:
 - a. **City Council** (Draft Budget Book page 68)
 - b. **Integrity Commissioner** (Draft Budget Book page 70)
 - c. **Internal Audit** (Draft Budget Book page 72)
 - d. **Office of the City Manager** (Draft Budget Book page 74)
 - e. **Human Resources and Legal Services Portfolio** (Draft Budget Book page 76), which includes the following departments:
 - i. Office of the Chief Human Resources Officer (Draft Budget Book page 80)
 - ii. Office of the City Solicitor (Draft Budget Book page 84)
 - f. **Community Services Portfolio** (Draft Budget Book page 91), which includes the following departments:
 - i. Access Vaughan (Draft Budget Book page 95)
 - ii. Recreation Services (Draft Budget Book page 98)
 - iii. Facility and Maintenance Services (Draft Budget Book page 105)
 - iv. Vaughan Fire and Rescue Services (Draft Budget Book page 111)
 - v. By-Law & Compliance, Licensing and Permit Services (Draft Budget Book page 116)
 - g. **Planning & Growth Management Portfolio** (Draft Budget Book page 121), which includes the following departments:
 - i. Development Planning (Draft Budget Book page 126)

- ii. Development Engineering and Infrastructure Planning (Draft Budget Book page 132)
 - iii. Economic Development and Culture Services (Draft Budget Book page 158)
 - iv. Policy Planning and Environmental Sustainability (Draft Budget Book page 139)
 - v. Building Standards (Draft Budget Book page 145)
 - vi. Parks Development (Draft Budget Book page 151)
 - h. **Public Works Portfolio** (Draft Budget Book page 162), which includes the following departments:
 - i. Infrastructure Delivery (Draft Budget Book page 167)
 - ii. Environmental Services (Draft Budget Book page 174)
 - iii. Transportation Services, Parks and Forestry Operations (Draft Budget Book page 180)
 - iv. Fleet Management Services (Draft Budget Book page 188)
 - v. Corporate Asset Management (Draft Budget Book page 193)
 - i. **Office of the City Clerk** (Draft Budget Book page 198)
 - j. **Office of Corporate Communications** (Draft Budget Book page 202)
 - k. **Office of Corporate Initiatives and Intergovernmental Relations** (Draft Budget Book page 204)
 - l. **Office of the Chief Financial Officer and City Treasurer** (Draft Budget Book page 208)
 - m. **Corporate** (Draft Budget Book page 214)
 - n. **Office of the Chief Information Officer** (Draft Budget Book page 216)
 - o. **Office of Transformation and Strategy** (Draft Budget Book page 221)
 - p. **Vaughan Public Libraries** (Draft Budget Book page 226)
5. That the creation of a Public Art Reserve and a Public Art Maintenance Reserve as outlined in the Draft Budget Book Page 58 be approved; and
6. 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 allocating resources to deliver the City's programs and services, achieve the priorities set out in the Term of Council Service Excellence Strategy map, and achieve long-term financial sustainability.

Economic Impact

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

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

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

If adopted as presented, the current DRAFT 2017 Budget and 2018 Plan would have the following economic impacts, consistent with Council's direction:

Table1: DRAFT 2017 Budget and 2018 Plan

\$M	2017 Budget	2018 Plan
Gross Operating	277.1	289.9
Non-Tax Revenue	89.7	89.8
Net Operating	187.4	200.1
Less: Assessment Growth	1.6	3.2
Less: Supplemental Taxation & PIL	5.8	5.8
Less: Efficiency Target		5.5
Net Levy Requirement	180.1	185.6
Incremental Levy Requirement	5.3	5.5
Incremental Tax Rate	3.00%	3.00%

Communications Plan

A comprehensive multi-channel public communications plan has been developed to support the budget and to help ensure that Vaughan residents have opportunities to be informed and involved in the budget process.

The following key themes resonate throughout all budget promotional materials:

- Keeping taxes low
- Maintaining services
- Ensuring open, transparent process

The communications plan includes a mix of communications channels to ensure all residents can be informed and involved in their preferred format: Print / Online / In-person. Communications tactics include:

- Print material (flyers and posters)
 - Distributed to community centres, seniors centres, libraries
- Redesigned advertisements, including meeting dates, times and topics to be covered
- Media outreach
- Public meetings that are also streamed online
- Enhanced web content
- Online feedback form
 - Feedback received will be incorporated into presentations at FAA meetings
- eCommunications (social media, eNewsletters)

Public meetings of the Finance, Administration and Audit Committee will occur on three out of four Monday evenings in November:

Monday, November 7, 2016	Tabling of Budget and overview presentation
Monday, November 14, 2016	Departmental Reviews and Public Deputations
Monday, November 28, 2016	Expected recommendation to Council
Tuesday, December 13, 2016	Special Council to approve the Budget

Purpose

The purpose of this report is to present the Finance, Administration and Audit Committee with the DRAFT 2017 Budget Book that outlines the DRAFT 2017 Budget and 2018 Plan and the corresponding tax adjustments that, if adopted, would occur for the average Vaughan household.

The November 14 meeting of the Committee is intended for specific discussion relating to Recommendation 4 above.

Background - Analysis and Options

Financial Sustainability: Always a Key Priority

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

Fiscal Challenge

As the City moves forward, financial sustainability must continue as one of Vaughan's key priorities. With Council-mandated tax rate increases of not more than 3 per cent for the next three years, the City will need to optimize existing resources to improve service delivery and achieve budget reduction targets. The 2017 budget process was focused on how to achieve net tax-supported budget reduction targets of \$2.4 million in 2017 that would be sustainable, provide the necessary resources to maintain existing service levels and meet the demands of growth, and ensure that the DRAFT 2017 Budget and 2018 Plan would be fully aligned with the priorities and initiatives identified on the Term of Council Service Excellence Strategy Map.

Draft 2017 Budget and 2018 Plan

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

The DRAFT 2017 Budget and 2018 Plan is aligned with the term of council priorities and the service excellence strategic initiatives presented in the Term of Council Service Excellence Strategy Map. The plan provides a focused set of priorities for the corporation to deliver on our mission of citizens first through service excellence. The plan also aligns the City's two-year budget with the priorities and goals of the strategic plan while keeping the tax rate in line with targets set by Council.

Focusing on service excellence means that we will seek out ways to improve how residents and businesses experience our services. The goal is to increase satisfaction with our programs and services while also seeking efficiencies in how services are delivered. This will include identifying opportunities to use technology and apply digital strategies to improve our ability to deliver service excellence cost-effectively.

The DRAFT 2017 Budget and 2018 Plan outlined in the attached Draft 2017 Budget Book sets out staff's recommended operating allocations to deliver the City's programs and services over the next three years including additional resource requests. It also provides information about capital projects that are underway, recommended new capital projects and forecasts for the City's obligatory and discretionary reserves. Investments in the Service Excellence Initiative projects proposed in this DRAFT 2017 Budget and 2018 Plan will help achieve department efficiencies to ensure we will achieve Council's mandated maximum tax rate increases of not more than three per cent per year.

The attached Draft 2017 Budget Book is set out as follows:

1. Executive Summary
2. Vaughan Vision 2020 and Term of Council Service Excellence Strategy Map
3. Community Profile: Economy and Demographics
4. Budget Overview
5. Alignment with the Service Excellence Strategy Map
6. Operating Budget Overview
7. Capital Budget Overview
8. Financial Sustainability and Reserves
9. Department Budgets
10. Appendices

Section 6 of the Budget includes discussion on user fees. The detailed user fee/service charge schedules can be found by clicking on this [link](#).

As per the practice established in 2016, all operating and capital fiscally neutral transfers approved in 2017 by the Chief Financial Officer through the office's delegated authority will, be reported on through the quarterly fiscal health report.

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

This report is consistent with the Term of Council Priority to meet Council tax rate targets of no greater than three percent.

Regional Implications

There are no Regional implications associated with this report.

Conclusion

The DRAFT 2017 budget and 2018 Plan is presented in alignment with the Term of Council Service Excellence Strategy Map. The capital project investments have also been aligned to Council's priorities. This draft budget provides a financial framework within which the corporation can move forward in delivering the needed services and infrastructure to Vaughan citizens, while continuing its pursuit of service excellence.

Attachments

1. Draft 2017 Budget Book
2. Draft Financial Summary
3. [Proposed User Fees/Service charges](#)
4. [2017-18 Capital Project Detail Sheet](#)

Note: Attachment 3 and 4 have been posted on-line and a hard copy of each attachment is on file in the Office of the City Clerk.

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Manager, Financial Planning & Analysis

Respectfully submitted,

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Chief Financial Officer and City Treasurer

Lloyd Noronha, CPA, CMA
Director, Financial Planning and Development Finance & Deputy City Treasurer



CITY OF VAUGHAN

DRAFT 2017 BUDGET AND 2018 PLAN

Draft 2017 Budget Book

November 7, 2016



2017 Budget and 2018 Financial Plan

Fiscal Sustainability
Always a Priority





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Draft 2017 Budget 2018 Plan

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1 Executive Summary

City Operating and Capital – Tax Supported Budget

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

The 2017 Budget and 2018 Plan is aligned with the term of council priorities and the service excellence strategic initiatives presented in the Service Excellence Strategy Map. The plan provides a focused set of priorities for the corporation to deliver on our mission of citizens first through service excellence. The plan also aligns the City's term of Council budget with the priorities and goals of the strategic plan while keeping the tax rate in line with targets set by Council.

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

The table below summarizes the tax levy requirement for the 2017 Budget and 2018 Plan. The proposed tax rate increase for 2017 is three per cent. A proposed efficiency target has been included in the 2018 Plan to achieve the proposed three per cent tax rate increases. It is anticipated that the investments in technology, process improvement and staff engagement will help generate the needed efficiencies.

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

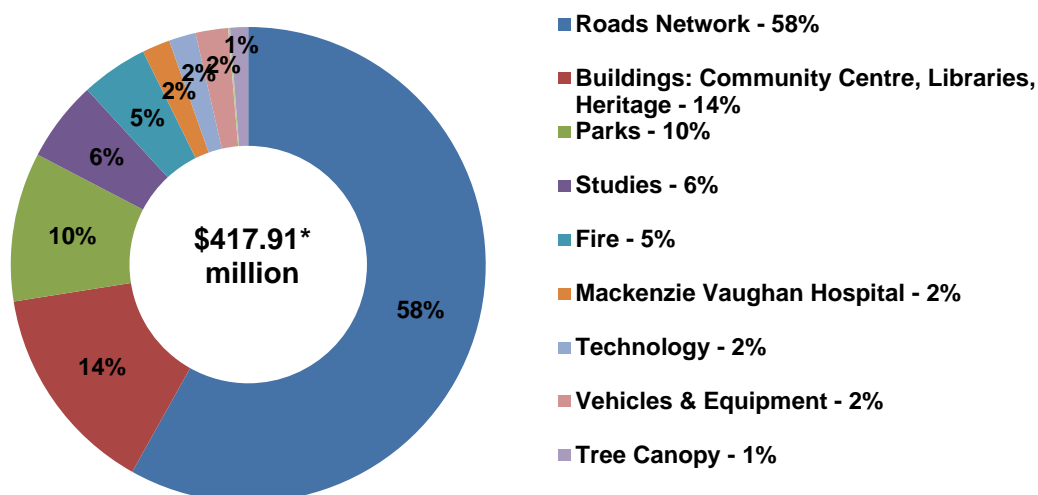
\$M	2016 Approved	2017 Budget	2018 Plan
Gross Operating	265.2	277.1	289.2
Less: Non-Tax Revenue	84.6	89.7	89.8
Net Operating	180.6	187.4	199.4
Less: Assessment Growth	1.9	1.6	3.2
Less: Supplemental Taxation & PIL	5.8	5.8	5.8
Less: Efficiency Target			4.8
Net Levy Requirement	174.8	180.1	185.6
Incremental Levy Requirement	4.9	5.3	5.5
Incremental Tax Rate	2.90%	3.00%	3.00%

Note: some numbers may not add due to rounding.

Draft 2017 Budget 2018 Plan

The 2017-2018 Capital Plan includes projects underway, projects recognized in previous Capital Plans and new requests to ensure that the necessary infrastructure is in place to support a vibrant, sustainable municipality.

Figure 1: Capital Plan with Open Projects by Type



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

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

Project Type	Open	2017 Budget	2018 Plan	Total
Roads Network	77.34	57.35	108.20	242.90
Buildings: Community Centres, Libraries, Heritage	21.20	30.39	9.06	60.66
Parks	19.68	10.25	12.45	42.38
Studies	15.11	5.14	2.76	23.01
Fire	9.95	3.71	5.33	18.99
Mackenzie Vaughan Hospital	7.93	0.00	0.00	7.93
Technology	4.26	2.00	1.43	7.68
Vehicles & Equipment	2.79	2.66	3.82	9.27
Tree Canopy	0.01	2.54	2.54	5.10
Total Capital Plan with Open Projects	158.26	114.05	145.60	417.91

Note: some numbers may not add due to rounding.

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

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

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

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

Focusing on service excellence means that we will seek out ways to improve how residents and businesses experience our services. The goal is to increase satisfaction with our programs and services while also seeking opportunities to achieve efficiencies in how services are delivered. This will include identifying opportunities that exist to leverage technology, improve processes and work more collaboratively to improve our capacity to deliver service excellence cost-effectively.

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

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

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



VISION

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

MISSION

Citizens first through service excellence

VALUES

Respect, Accountability and Dedication

TERM OF COUNCIL PRIORITIES

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

SERVICE EXCELLENCE STRATEGIC INITIATIVES

CITIZEN EXPERIENCE

Citizen Experience and Service Delivery

Citizens Engaged in Decision Making

- Develop a meaningful and inclusive citizen engagement framework

Consistent Service Delivery

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

End-to-End Citizen-Centred Services

Improvement Through Technology

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

OPERATIONAL PERFORMANCE

Service Delivery Options

Effective Service Delivery

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

Continuous Improvement

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

Financial Sustainability

Sustainable Fiscal Framework

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

Demonstrate Value for Money

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

STAFF ENGAGEMENT

Employee Engagement

Invest in Our People

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

Communication Strategy

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

Corporate Governance and Accountability Framework

Leadership Alignment

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

Governance and Accountability

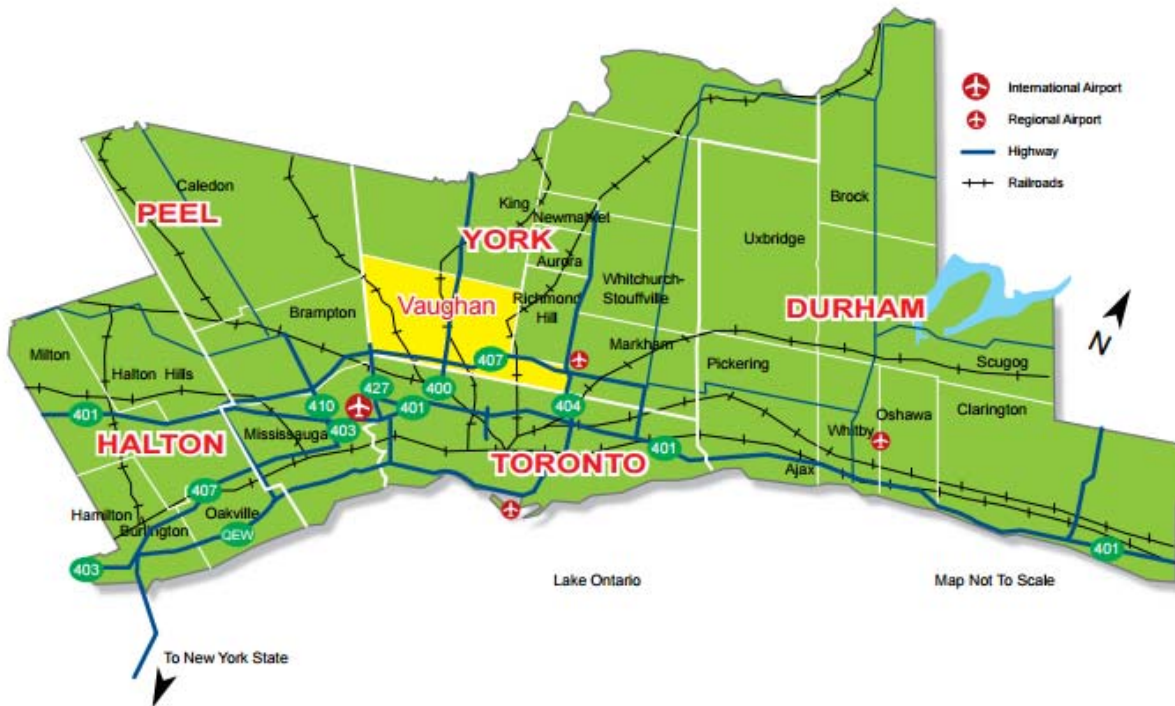
- Review the organizational structure with defined roles and responsibilities to ensure it is positioned to deliver on Council priorities
- Develop an Enterprise Risk Management Framework to better support governance and accountability

DEPARTMENTAL BUSINESS PLANS

3 Community Profile: Economy and Demographics

About Vaughan

With a population of more than 325,000, the City of Vaughan is one of Canada's fastest-growing cities. It is located in the heart of York Region and the Greater Toronto Area (GTA), and includes the communities of Concord, Kleinburg, Maple, Thornhill and Woodbridge.



25th Anniversary

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

Business Community

Vaughan has a strong and diverse local economy with more than 11,200 businesses that employ more than 200,000 people. From small entrepreneurial enterprises to multinational corporations, the city is a major economic hub and has one of the largest supplies of employment lands in the GTA. Vaughan's resident labour force is well-educated, multilingual and highly skilled.

Mackenzie Vaughan Hospital

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

Diversity

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

Vaughan Metropolitan Centre

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

Recreation

As a wellness-oriented community, Vaughan has more than 1,000 hectares (2,470 acres) of developed park and open space land, including several trail systems. There are more than 230 sports fields and more than 200 playgrounds that provide opportunities for residents to get outside and get active. Vaughan's 10 community centres offer a wide variety of sports and recreation programs. The City is also home to a number of attractions including Canada's Wonderland, Vaughan Mills, the McMichael Canadian Art Collection and the Kortright Centre for Conservation.

4 Budget Overview

4.1 Objective: Meeting the fiscal challenge

During the 2015 Budget process, Council directed staff to limit proposed tax rate increases to no more than three per cent per year for the remaining term of Council. The 2017–18 budget guidelines were focused on optimizing existing resources to improve service delivery and achieve budget reduction targets.

In order to bring the 2017 proposed tax rate increase in line with Council's target, a \$2.4 million expenditure savings target was set. Departments were not automatically provided with allowable budget increases to deal with price pressures. Rather they had to identify ways to implement efficiencies to manage these pressures from within existing budgets, while also achieving the expenditure savings targets.

Departments achieved over \$3.0 million in savings for 2017. Some of the savings are being reinvested in initiatives to drive better citizen and client experience, improve operational performance, and drive increased staff engagement. Service excellence initiatives in each of these areas, over the term of Council, will help to increase trust and confidence in the City of Vaughan and the programs and services that it provides.

Departments achieved \$3.3 million in savings:

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

4.2 Overall Budget Impact

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

Draft 2017 Budget 2018 Plan

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

\$M	2016 Approved	2017 Budget	2018 Plan
Gross Operating	265.2	277.1	289.2
Less: Non-Tax Revenue	84.6	89.7	89.8
Net Operating	180.6	187.4	199.4
Less: Assessment Growth	1.9	1.6	3.2
Less: Supplemental Taxation & PIL	5.8	5.8	5.8
Less: Efficiency Target			4.8
Net Levy Requirement	174.8	180.1	185.6
Incremental Levy Requirement	4.9	5.3	5.5
Incremental Tax Rate	2.90%	3.00%	3.00%

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

Table 4: Net Operating Expenditures by Portfolio/Office

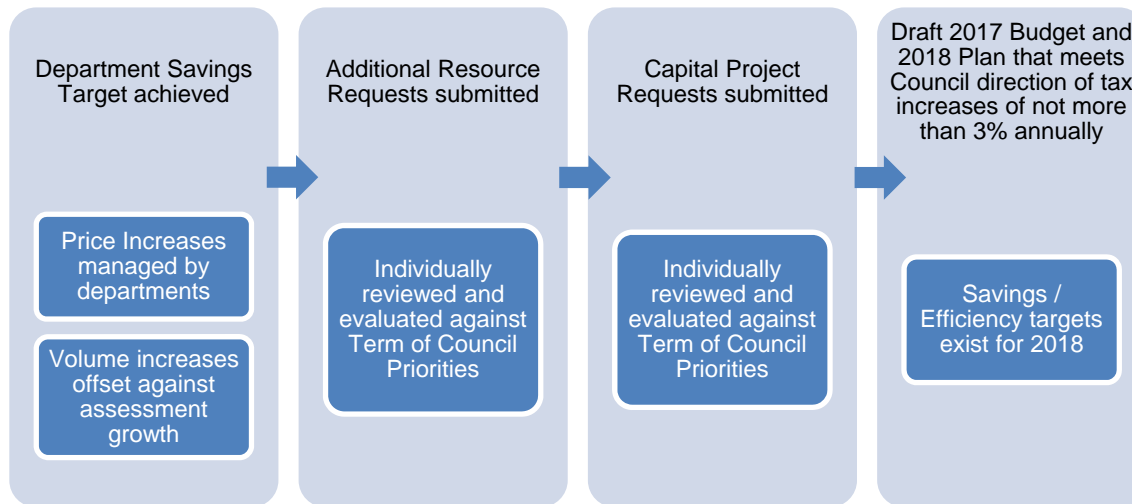
	2016 Approved	2017 Budget	2018 Plan
Council	1.6	1.7	1.7
Integrity Commissioner	0.2	0.3	0.3
Internal Audit	0.5	0.6	0.6
City Manager	0.8	0.6	0.6
Corporate Initiatives and Intergovernmental Relations	0.4	0.5	0.5
Transformation and Strategy	0.5	0.7	0.7
Corporate Communications	1.3	1.3	1.4
Information Technology Management	9.6	10.9	11.4
City Clerk	11.4	11.6	12.1
Finance	8.3	8.5	8.5
Corporate	-0.5	0.0	0.6
Deputy City Manager Legal and Human Resources	0.2	0.3	0.3
Legal	2.3	2.3	2.4
Human Resources	4.1	4.5	4.5
Legal and Human Resources Portfolio	6.7	7.1	7.3
Deputy City Manager Community Services	0.5	0.6	0.6
Community Grants and Advisory Committees	0.1	0.1	0.1
Access Vaughan	1.2	1.3	1.3
Recreation Services	0.7	0.4	0.9
Community Development and Events	1.0	1.0	1.0
Facility Maintenance Services	21.1	21.6	22.2
Fire and Rescue Service	44.7	47.4	49.6
Emergency Planning	0.2	0.2	0.2
By-Law and Compliance, Licensing and Permits	3.1	3.4	3.4
Community Services Portfolio	72.6	75.9	79.4

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	2016 Approved	2017 Budget	2018 Plan
Deputy City Manager Planning and Growth Management	0.4	0.6	0.6
Development Planning	-1.2	-1.3	-1.3
Development Engineering and Infrastructure Planning	-1.3	-1.5	-1.5
Economic Development and Culture Services	2.0	2.1	2.1
Policy Planning and Environmental Sustainability	1.7	1.8	1.8
Parks Development	0.8	0.7	0.8
Building Standards	-3.9	-4.8	-5.1
Planning and Growth Management Portfolio	-1.4	-2.3	-2.6
Deputy City Manager Public Works	0.5	0.5	0.5
Corporate Asset Management	0.4	0.4	0.5
Fleet Management	2.7	2.8	2.8
Infrastructure Delivery	3.0	3.0	3.1
Environmental Services	9.3	9.7	10.3
Transportation Services, Parks and Forestry	35.7	36.3	37.3
Public Works Portfolio	51.5	52.8	54.5
Vaughan Public Libraries	17.0	17.3	17.6
Total Net Expenditures	180.6	187.4	194.6

Note: some numbers may not add due to rounding.

4.3 Budget Process



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

Draft 2017 Budget 2018 Plan

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

\$M	2016 Approved	2017 Budget	2018 Plan
Levy Requirement from 2016 Budget		174.8	180.1
Adjustments:			
Non-Growth Pressures Identified in the Base Budget		6.8	7.3
Department and Corporate Savings		-3.3	0.0
Growth Pressures in the Base Budget		0.5	1.0
Additional Resource Requests - Growth		1.1	1.1
Additional Resource Requests - New		1.8	2.5
Total Adjustments		6.9	11.9
Less: Assessment Growth		-1.6	-1.6
Less: Efficiency Target			-4.8
Net Levy Requirement	174.8	180.1	185.6

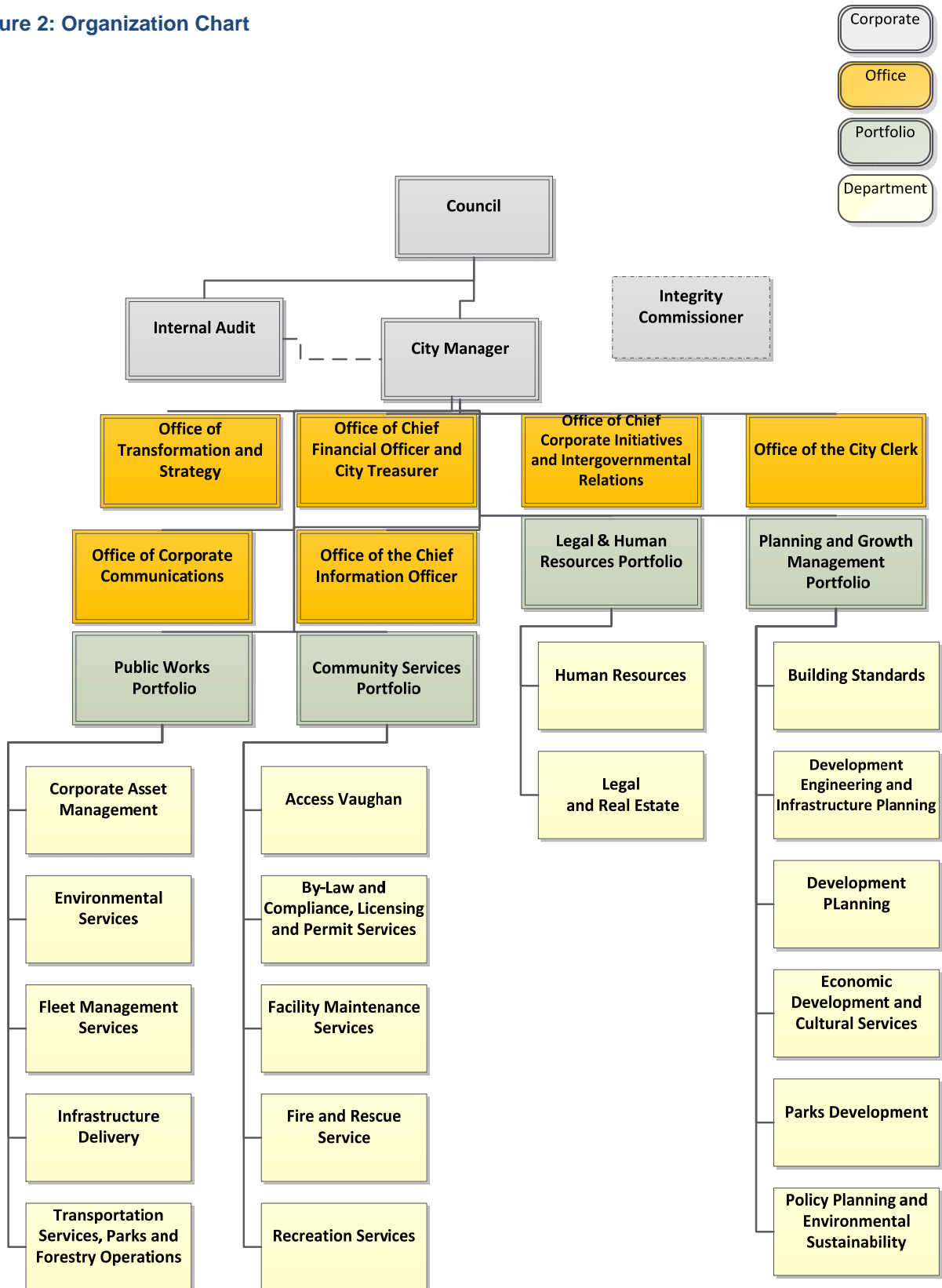
Note: some numbers may not add due to rounding.

4.4 The Organization

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

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Figure 2: Organization Chart



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4.4.1 Staffing summary

Table 6: Full Time Equivalent (FTE) Summary

	2016 Approved	2017 Budget	2018 Plan
FTE Count – Opening		1,745.80	1,785.87
Recommended ARR's:			
Growth		30.69	20.01
New		9.38	
Net Change		40.07	20.01
FTE Count – Closing	1,745.80	1,785.87	1,805.88

Note: some numbers may not add due to rounding.

Additional Resource Requests (ARRs) are for resources associated with the management of growth, delivery of capital projects and the staffing associated with these capital projects. The net impact of this activity in 2017 would result in an FTE increase of 40.07. The 2018 proposed ARR's are for resources associated with staffing new infrastructure being constructed or purchased.

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

4.5 Funding

The City funds more than 200 programs and services in the Operating Budget that keep people and property safe, promote health and wellness, are environmentally sustainable, preserve our heritage, and support diversity, arts and culture. These programs and services are primarily funded through taxation, but also fees and other non-tax revenues.

The following table illustrates the various sources of revenue in the City's 2017 Budget.

Figure 3: 2017 Operating Budget Revenue Sources

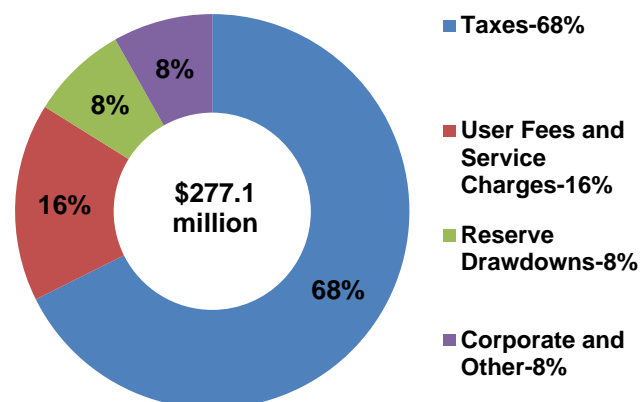


Table 7: 2017 Budget and 2018 Plan Operating Revenues

\$M	2016 Approved	2017 Budget	2018 Plan
Tax Levy	174.8	174.8	174.8
Proposed Levy Increase		5.3	10.8
Assessment Growth		1.6	3.2

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\$M	2016 Approved	2017 Budget	2018 Plan
Payment in Lieu (PIL)	2.6	2.6	2.6
Supplemental Taxation	3.2	3.2	3.2
Sub-total: Taxation	180.6	187.4	194.6
Growth Related Fees	14.2	15.4	16.0
Recreation Fees	19.4	20.3	20.6
Other Fees	11.9	11.5	11.9
Sub-total: User Fees	45.5	47.2	48.5
Reserve Drawdowns	20.2	22.0	19.8
Investment Income	13.1	14.6	15.7
Fines and Penalties	5.2	5.2	5.2
Other Revenues	0.6	0.6	0.6
Sub-total: Corporate & Other	18.9	20.5	21.5
Total Operating Revenues	265.2	277.1	284.4

*Note: Forecast total revenues include the application of a budget reduction target of \$4.8 million in 2018. The budget reduction target may be achieved through any combination of reductions in expenditures and increases in non-tax revenues. Some numbers may not add due to rounding.

Taxation

Taxation revenues are collected through property tax bills and supplemental taxation. Supplemental taxation is generated from additional assessment forwarded to the City from Municipal Property Assessment Corporation (MPAC) over the course of the year, and is primarily a result of new construction. Payment in Lieu revenues are tax revenues on properties that would normally be exempted from paying property taxes due to use, ownership or land type. The City is permitted to bill the property owners and they are required to pay.

User Fees and Service Charges

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

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

- Increase fees and other charges in-line with cost increases faced by the City, at a minimum to ensure that there is no erosion of cost recovery ratios

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

Reserve Transfers

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

- Engineering and Building Standards Reserve transfers to operating to accomplish full cost recovery as services are provided
- Phased elimination of planned draws from discretionary reserves. These will be fully eliminated in 2018
- Draw from the debenture reserve draws to smooth out cyclical funding requirements
- Recoveries from Water and Wastewater for shared resources between the City's Property Tax supported budget and its Water and Wastewater budget

Corporate and Other

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

4.6 Taxes in Perspective

Where do your property tax dollars go?

The total residential and commercial property tax bills in the City of Vaughan include funding not only for the City, but also for York Region and the Province of Ontario (Ministry of Education). Although the City collects the full property tax bill, only 29 percent of the total amount collected on residential properties and 16 percent on commercial/industrial properties fund City services. The remaining portion of the tax bill, 71 per cent residential and 85 per cent commercial/industrial, is directed to York Region and the Province of Ontario to fund services out of the City's jurisdiction and control, e.g. social services, police, transit, education. Any change to the City of Vaughan's tax rate has an impact only on the City's share of the total tax

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bill. Tax rate changes from the other two levels of government impact the remaining portion of the total tax bill.

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

Chart: Average Residential Tax Bill

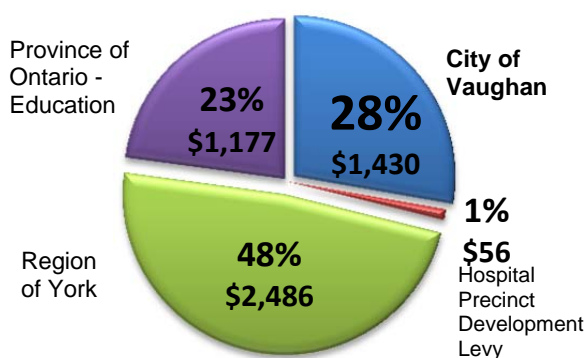
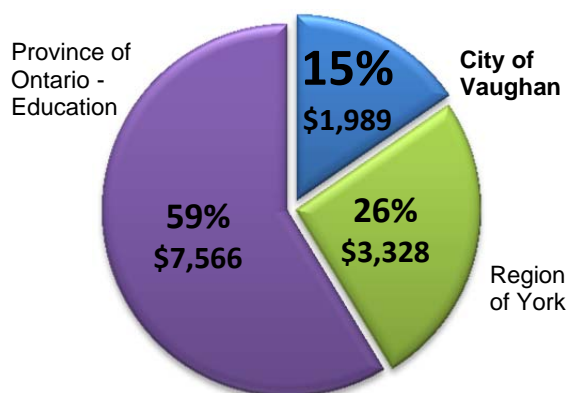


Chart: Average Commercial Tax Bill



*Based on York Region's 2016 Budget

Municipal Comparison

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

Table 8: Historical Tax Rate Increase Comparison

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

Draft 2017 Budget 2018 Plan

Municipality	5 Yr Total	2016	2015	2014	2013	2012	Average
Vaughan	13.74%	2.90%	2.70%	2.50%	2.69%	2.95%	2.75%
Markham	10.43%	2.44%	2.50%	2.49%	1.50%	1.50%	2.09%
Average	18.30%	3.21%	3.62%	3.18%	3.74%	4.55%	3.66%

4.7 Transparency and Accountability

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

4.7.1 Basis of Budgeting

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

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

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

5 Alignment with the Service Excellence Strategy Map

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

5.1 Improve the Municipal Road Network

To improve overall satisfaction with service in the City of Vaughan, a 2014 Citizen Satisfaction Survey was conducted. One of the top priorities included improving traffic flow and control.

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

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

Quick Facts

The City maintains 985 km of roads

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

Capital Investment includes:
13 Active Projects - \$13.49 million
21 New Projects - \$7.23 million

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

Activities currently funded and underway that support this priority include:

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

The proposed new 2017 key activities include:

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

5.2 Continue to Develop Transit, Cycling and Pedestrian Options to get Around the City

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

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

Quick Facts

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

Capital Investment includes:

32 Active Projects - \$14.88 million

19 New Projects - \$11.08 million

Initiatives Include:

Concord Go Mobility Hub

Sidewalk repair and infill program

Activities currently funded and underway that support this priority include:

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

The proposed new 2017 key activities include:

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

5.3 Facilitate the Development of the VMC

Facilitating the development of the Vaughan Metropolitan Centre (VMC) continues to be a council priority for this term of council and the budget planning process. The VMC will be the City's new downtown with the vision for a vibrant, modern urban centre for residents and businesses.

The VMC will encompass all amenities of an urban lifestyle including inspiring multi-use office towers and residences, open green space and urban squares, pedestrian shopping areas and restaurants and walking and cycling paths.

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

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

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

The proposed new 2017 key activities include:

- Facilitate VMC Highway 7 Streetscape

Quick Facts

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

The Subway is expected to open in 2017

Capital Investment includes:
19 Active Projects - \$17.46 million
6 New Projects - \$76.18 million

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

5.4 Support the Development of the Hospital

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

In 2017 and 2018, the City will continue to move forward with the next phase of work on the future site of the Mackenzie Vaughan Hospital. The Vaughan Health Care Centre Precinct Plan provides a framework for the development of this Hospital site and the balance of the City-owned lands. It includes a master servicing strategy, a functional transportation master plan, an urban design framework and the phasing of proposed development.

The precinct plan allows for the development of a hospital in addition to healthcare-related uses including medical and dental offices, research and laboratory facilities, rehabilitation and long-term care facilities, education and conferences facilities related to healthcare, and other uses that promote health and wellness.

Quick Facts

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

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

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

Activities currently funded and underway that support this priority include:

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

The proposed new 2017 key activities include:

- Construction of all streetscaping within the Healthcare Centre Precinct

5.5 Re-Establish the Urban Tree Canopy

The City of Vaughan has established a multi-year strategy to re-establish the urban tree canopy. This is in addition to the previously established annual program to replace trees lost due to regular mortality, Emerald Ash Borer (EAB) infestation and the 2013 ice storm.

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

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

Quick Facts

Vaughan urban tree canopy includes more than 150,000 trees

Vaughan has 1400 flower baskets and planters

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

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

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

Activities currently funded and underway that support this priority include:

- Continuing to deliver the Tree Replacement Plan

The proposed 2017 new key activities include:

- Develop a Tree Maintenance Strategy (Block pruning)

5.6 Invest, Renew and Manage infrastructure and assets

In order to maintain, protect and manage the City's infrastructure and assets, staff monitor current levels of service and life cycle trends. These assessments are used to schedule appropriate activities, such as the pavement management program, bridge rehabilitation, road reconstruction, equipment/vehicle replacement and drainage improvement. Ongoing maintenance and repairs to community facilities will ensure that they continue to meet the needs of a growing population into the future.

In 2017 and 2018, the City will continue to invest, renew and manage infrastructure and assets by implementing an asset management program that is crucial to forecast capital budgetary needs; both in the short term and long term. This will help to improve financial sustainability to maximize benefits, reduce risk and provide satisfactory levels of service to the community user in an environmentally and ecologically responsible manner.

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

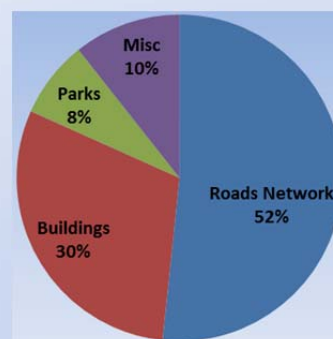
Quick Facts

Capital Investment:
\$5.09 million

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

Vaughan B'Leaves Program:
Residents and businesses can contribute to tree planning initiatives in public spaces.

Quick Facts



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

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

242 New Projects - \$111.04 million

Activities currently funded and underway that support this priority include:

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

The proposed 2017 new key activities include:

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

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

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

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

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

Quick Facts

VFRS responded to 11,430 calls in 2015

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

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

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

Activities currently funded and underway that support this priority include:

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

Quick Facts

Capital Investment includes:

11 Active Projects - \$7.09 million

9 New Projects - \$4.17 million

Investment in Public Awareness Programs - \$70 000

The proposed 2017 new key activities include:

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

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

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

The 2017 Budget includes an incremental levy requirement that results in a tax rate increase of three percent. This target was achieved through finding innovative and efficient ways to deliver service, ensuring that user fees, such as those for development applications, are covering costs appropriately and ensuring the right resources are aligned with the City's Service Excellence Strategy Map.

Work will continue in 2017 and 2018 to ensure the three percent target is met or exceeded while continuing to provide a standard of service excellence.

Quick Facts

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

Meeting the Target:

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

Efficiency Target Going Forward:

Preliminary estimate for 2018 is \$4.8 million

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

Activities currently funded and underway that support this priority include:

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

The proposed new 2017 key activities include:

- Initiation of additional inter-municipal collections agreements

5.9 Update the Official Plan and Supporting Documents

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

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

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

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

Quick Facts

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

166 development applications were reviewed and approved

24 development applications were created

4,733 building permits were reviewed and approved

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

Activities currently funded and underway that support this priority include:

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

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

5.10 Attract Investment and Create Jobs

In the past four years, the City has added tens of thousands of new jobs to the workforce in Vaughan. The City will continue to focus on job creation and making investments that will attract new, progressive companies.

The City's Economic Development and Culture Services Department is dedicated to promoting economic growth in the community.

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

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

Quick Facts

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

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

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

Activities currently funded and underway that support this priority include:

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

The proposed new 2017 key activities include:

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

5.11 Create and Manage Affordable housing options (secondary suites)

As a growing city, Vaughan is working to provide a variety of housing options to support strong and healthy communities. Secondary suites are an affordable housing option that can meet the

needs of a variety of people including singles, students, seniors, extended family members and people on fixed incomes.

In 2017 and 2018, the City will continue to create a “made-in-Vaughan” approach that will provide secondary suites while managing demands on City services, making sure that housing with secondary suites is in keeping with the look and feel of our neighbourhoods, and ensuring the safety of all residents.

The City will also continue to work closely with other levels of government as they continue to develop their strategies on affordable housing within the City and the Region.

Quick Facts

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

Activities currently funded and underway that support this priority include:

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

The proposed new 2017 key activities include:

- Develop Affordable Housing Study Requirements

5.12 Continue to cultivate an environmentally sustainable city

Green Directions Vaughan is the City's Community Sustainability and Environmental Master Plan. Approved in 2009, this long term plan is designed to guide the community to a more sustainable future by addressing environmental, cultural, social and economic issues.

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

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

Quick Facts

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

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

Activities currently funded and underway that support this priority include:

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

Quick Facts

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

2 New Projects - \$16.86 million

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

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

The proposed new 2017 key activities include:

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

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

The City and other community organizations provide a host of active, arts, lifestyle and cultural amenities for its citizens. Some of these include: the McMichael Canadian Art Collection, the Vaughan City Playhouse Theatre, the heritage conservation districts of Kleinburg-Nashville, Maple, Woodbridge and Thornhill and the Toronto FC II soccer team.

In 2017 and 2018, new facilities are being built or retrofitted to provide residents with new options for community engagement and cultural enrichment. Some ongoing projects include library technology upgrades, new parks design and construction, playground replacement and safety surfacing, basketball court improvements, sports field improvements and multi-use field development.

The 2016 key activities supporting this priority included:

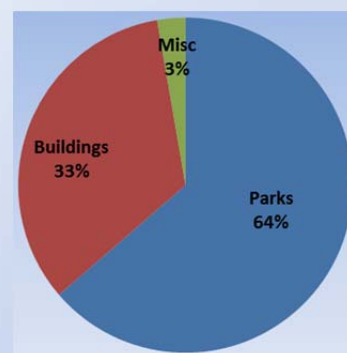
- Initiating an update to the Active Together Master Plan
- Advancing construction of the Block 40 District Park
- Continuing to plan for the Block 11 Community Centre, Library and District Park Implementation Strategy and initiate

Quick Facts

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

Over 250 Community Service Organization and Sports Groups Partnerships

Citywide Public Art Strategy underway



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

the design phase

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

5.14 Continue to advance a culture of excellence in governance

Governance and accountability are key foundational components vital in building a city that shares the trust of both citizens and staff. Effective representation is a key component of a sustainable governance structure. Given that the population of Vaughan continues to grow, the City recognizes that ward boundaries should be reviewed periodically. The frequency of these reviews must be balanced against the need to ensure stability in the City's governance structure.

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

Quick Facts

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

Activities currently funded and underway that support this priority include:

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

The proposed new 2017 key activities include:

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

5.15 Establish a lobbyist registry

Lobbying conducted by interested parties are in many respects a positive contributor to debate. The lobbying of Members of Council and staff on municipal issues can enhance the deliberative process by providing the perspective of stakeholders. Greater transparency of that process will enhance the public's perception that decisions are being made in an accountable way. Lobbying

regulation can be as simple as the posting of a code of conduct for those participating in lobbying activity to a formal registry overseen by a Lobbyist Registrar.

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

Activities currently funded and underway that support this priority include:

- Implementing the Voluntary Lobbyist Registry

5.16 Enhance Civic Pride through a consistent city-wide approach to Citizen Engagement

Vaughan citizens are encouraged to have their voices heard and be part of the discussions. Council believes that active, engaged citizens make for a more vibrant, positive and welcoming City, while also leading to better decisions. For Vaughan, public engagement includes a variety of ways of bringing people, community organizations, businesses, and government together to build the community and allow multiple options to citizens for engaging in municipal public participation initiatives.

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

Quick Facts

1.4 million website hits

More than 77,000 engagements on social media

More than 80 committee, council and public meetings

Ways to Stay Informed:

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

Activities currently funded and underway that support this priority include:

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

The proposed new 2017 key activities include:

- Initiate development of a corporate citizen engagement framework

5.17 Citizen Experience

Citizen Experience is developed in response to the rapid growth of the City and citizen expectations. The City plans to engage with its citizens in a meaningful way to more effectively reflect citizens' expectations in the design of services and to ensure that the City's service commitments are more consistently achieved. In doing so, the City can seek out ways to improve how residents and businesses experience our services.

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

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

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

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

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

The proposed new 2017 key activities include:

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

5.18 Operational Performance

Operational Performance helps to ensure a high performing organization through continuous improvement. This strategic goal is supported by focusing on effective service delivery through continuous improvement initiatives and financial sustainability. Procurement process and workforce management have been identified as the opportunities for continuous improvement initiatives.

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

Quick Facts

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

86% of calls answered are on-target

Citizen Experience and Service Delivery:

- Citizens engaged in decision making
- Consistent Service Delivery

End-to-End Citizen-Centred Services:

- Improvement through Technology

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

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

Quick Facts

84% of residents are satisfied with road snow removal

Financial Sustainability:

- Sustainable Fiscal Framework
- Demonstrate Value for Money

Service Delivery Options:

- Effective service delivery and continuous improvement

The proposed new 2017 key activities include:

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

5.19 Staff Engagement

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

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

Quick Facts

Employee Engagement:

- Invest in our people
- Communication Strategy

Corporate Governance and Accountability Framework:

- Leadership alignment
- Governance and Accountability

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

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

Draft 2017 Budget 2018 Plan

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

The proposed new 2017 key activities include:

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

Draft 2017 Budget 2018 Plan

6 Operating Budget Overview

6.1 Introduction

For 2017, Departments were asked to incorporate a \$2.4 million savings target in their budget submissions. They had to identify ways to implement efficiencies within their existing budgets to manage increases due to price pressures. As a result of these efforts, the 2017 Budget is comprised of operating expenditures, before Additional Resource Requests, totaling \$272.6 million, compared to the \$273.5 million that had been forecast; a total reduction of \$0.9 million.

The table below provides a summary of the 2017 Budget and 2018 Plan. For the 2018 Plan, a proposed efficiency target of \$4.8 million in 2018 has been included to ensure that we will achieve Council's mandated maximum tax rate increases of not more than three per cent per year. The following will focus on the 2017 Budget and will provide commentary on the 2018 Plan where appropriate.

Table 9: 2017 Budget and 2018 Plan

\$M	2016 Approved	2017 Budget	2018 Plan
Gross Operating	265.2	277.1	289.2
Non-Tax Revenue	84.6	89.7	89.8
Net Operating	180.6	187.4	199.4
Less: Assessment Growth	1.9	1.6	3.2
Less: Supplemental Taxation & PIL	5.8	5.8	5.8
Less: Efficiency Target			4.8
Net Levy Requirement	174.8	180.1	185.6
Incremental Levy Requirement	4.9	5.3	5.5
Incremental Tax Rate	2.90%	3.00%	3.00%

Note: some numbers may not add due to rounding.

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

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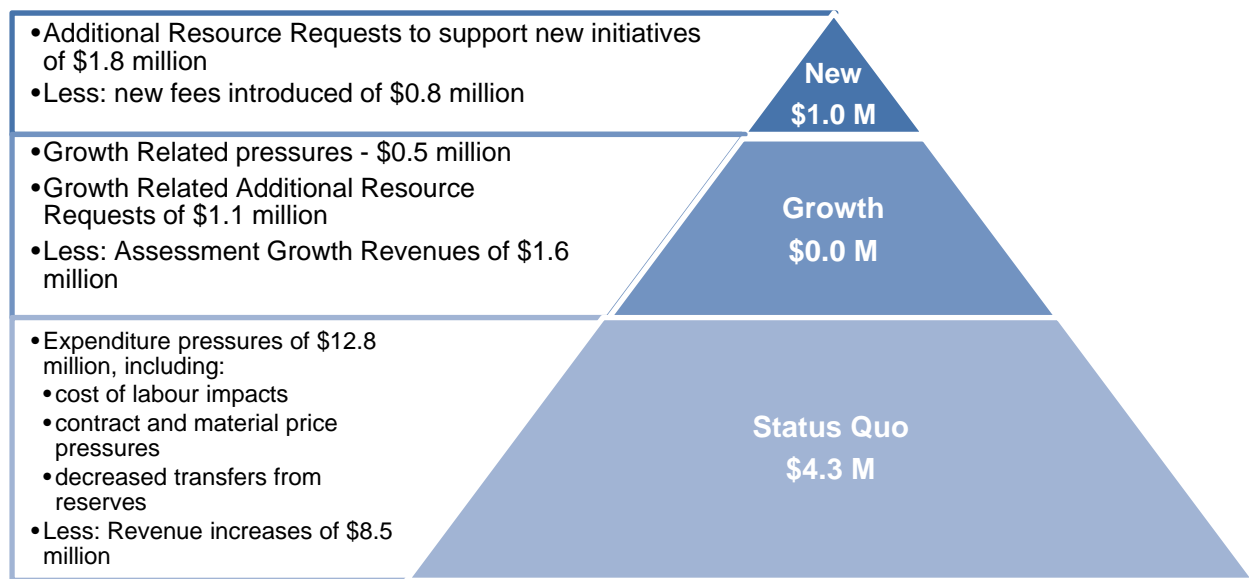
6.1.1 Incremental Changes

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

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

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

Illustration 1: Conceptual Framework for 2017 Net Operating Expenditures



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

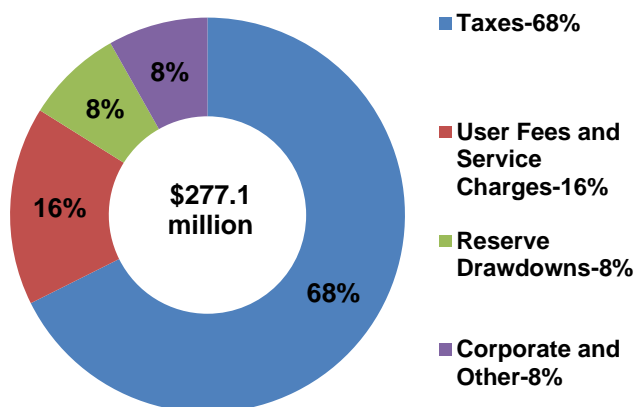
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6.2 Revenue

6.2.1 Total Revenue

Of the 2017 Budget of \$277.1 million, 68% or \$187.4 million is funded from taxation. This includes the proposed levy increase of \$5.3 million. The remaining 32% or \$89.7 million of the City's revenues consist of user fees, reserve transfers, investments, grants and other sources.

Figure 4: 2017 Operating Budget Revenue Sources



Since 2014, the portion of the operating budget funded from taxation has increased slightly, from 63% to 68%, an average of 1.5% per year. This includes assessment growth revenues, which has seen a decline from a high of 3.2 million in 2015 to the current 2017 assessment forecast of \$1.6 million. The portion of the budget funding from user fees and services charges has also seen a slight increase over the same time period of 0.2%.

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

Table 10: DRAFT 2017 Budget and 2018 Plan Revenues

\$M	2016 Approved	2017 Budget	2018 Plan
Taxation	185.7	187.4	194.6
User Fees and Service Charges	40.0	45.0	46.3
Reserve Transfers	21.5	22.0	19.8
Corporate and Other	17.9	22.7	23.7
Total Revenues	265.2	277.1	284.4

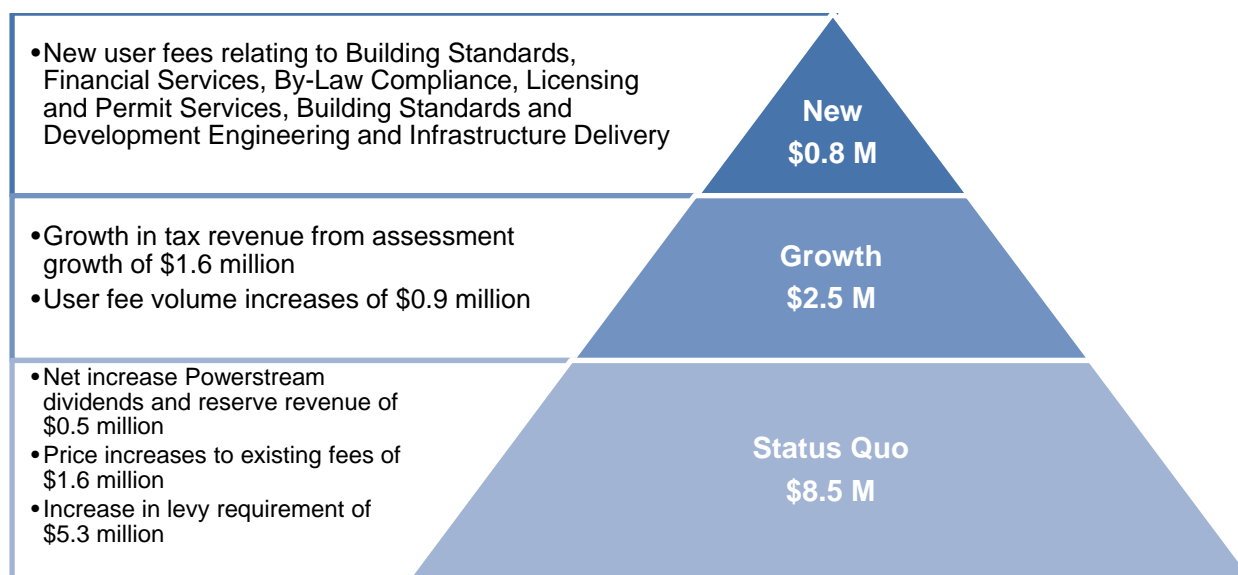
Note: some numbers may not add due to rounding.

6.2.2 Incremental Changes

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

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Illustration 2: Conceptual Framework for 2017 Operating Revenues



- Status Quo:
 - The City of Vaughan has approved a proposed merger and acquisition between PowerStream and three other major local distribution hydro utilities. The 2017 dividend revenues presented in this budget are conservatively based on the pre-merger and acquisition forecast provided by PowerStream.
 - Reserve revenue transfers are expected to decrease due to lower debenture reserve draws and the continued phase out of prior year mitigation strategies (outlined in Section 4.5). These are offset slightly by increases in user fees due to the increase in costs associated with providing services.
- Growth: Assessment Growth of \$1.6 million or 0.90 per cent has decreased from the 2016 forecast of 1.15 per cent based on the latest forecast from MPAC. This is further discussed in Section 6.2.3. In addition to increased taxation, population growth and development activity are expected to contribute \$0.9 million in increased user fees.
- New: New fees have been introduced to recover the cost of services that benefit individual residents, businesses or developers. These fees are comparable to the fees charged in neighbouring municipalities. Section 6.2.5 provides more detail on the proposed new fees.

6.2.3 Assessment Growth and the costs of growth

The following table illustrates that assessment growth is projected to be 0.90 per cent in 2017 and 2018, equating to approximately \$3.2 million over the next two years.

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Table 11: Projected Assessment Growth 2016-2018

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

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

Assessment growth is down from 1.15 per cent in 2016 to an anticipated 0.90 per cent in 2016. To prepare the draft budget, the assessment growth rate has been conservatively estimated to match the assessment growth figure based on preliminary reports, historical trends, and recognizing general MPAC processing concerns that have occurred throughout the year. The preliminary 2017 assessment growth is budgeted at 0.90% which is based on the roll information currently available from MPAC. The yearend roll is scheduled to be finalized by the end of November. As such, the assessment growth percentage may be updated at that time. Any portion above 0.90% will be allocated to the tax rate stabilization to buy down the pressures of growth in 2018,

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

- Condominium growth – Vacant land originally assessed in the multi-residential tax class that is now classified in the residential tax class. This occurs once the lands are developed into residential condominiums and occupied.
- Industrial growth – Assessment appeals and conversions from this class to the Commercial Class which has a lower tax ratio. This is indicative of prevalent market conditions that exist in southern York region.
- Commercial growth – Assessment appeals decrease the assessed value of the City's commercial property, but this can be offset if there is some conversion of Industrial properties to this class.
- Exempt properties – Any increases in this category will affect the assessment growth revenues collected.

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

- Future commercial and condominium developments in the Vaughan Metropolitan Centre and Weston/Highway 7 areas.

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

2016 is the last year in the 2013-2016 assessment program which is completed by the Municipal Property Assessment Corporation (MPAC). The next reassessment is planned for 2017 and will be in effect for tax years 2017 through to 2020. It is important to note that this process is revenue neutral for Vaughan and does not provide the City with any additional revenue. Any increase in assessment values are phased in over the four years and the properties that increase in line with the municipal average will not experience an assessment related increase to their tax bill.

Costs of Growth

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

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

Given these complexities, there generally tends to be timing differences between assessment growth and increased operating costs associated with growth.

Table 12: Assessment Growth versus Growth Requirements

\$ M	2016 Approved	2017 Budget	2018 Plan
Assessment Growth	1.9	1.6	1.6
Less:			
Net Operating Budget Growth	0.1	0.5	1.0
Additional Resource Requests Growth	1.3	1.1	1.6
Net: Assessment after Growth	-0.5	0.0	1.0

In 2017, growth related expenditures and assessment growth revenues are in a balanced position at \$1.6 million. These growth pressures are further explained in Section 6.3.2. Currently, 2018 assessment growth is forecasted to be approximately \$1.0 million less than the incremental growth related costs in those years. These costs are a combination of growth pressures in the budget associated with the full year costs of a second contingent of fire fighters

being added in 2017 and captains for station 7-4, as well as the planned addition of staff and operating costs associated with the Vellore Village Community Centre Library scheduled to be completed in 2018 and the first contingent of fire fighters for a new fire truck to service the Vaughan Metropolitan Centre. Departments will continue to assess their growth related pressures annually and any increases will be incorporated in future budget cycles.

6.2.4 Non-tax Revenue

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

Of these non-tax revenue sources, user fees contribute \$47.9 million of the \$87.1 million, over 50 per cent. User fees refer to charges for any good or service that the City provides that is consumed and paid for by individuals or businesses. The Province provides the legislative framework for establishing these fees, with specific restrictions on how to determine the price for certain services. The Municipality determines which of the services they provide will be paid for by fees and what costs those fees will cover.

User fees should be set at a level that is sufficient to cover the cost of providing the service, although Council may direct a lower cost recovery target rate. Over the years, Departments have conducted various fee studies. Some studies resulted from legislative requirements and others were staff-initiated in-depth studies, resulting in the development of cost recovery policies, principles and targets endorsed by Council.

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

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Table 13: 2017 Budget – Department Recovery Analysis

2017 Department Budgeted Recovery (Figures in Thousands)	Recreation	Licensing	By-Law & Compliance	Animal Services
Program Revenues	\$ 20,329	\$ 1,275	\$ 2,080	\$ 390
Direct Program Expenditures	\$ 20,853	\$ 682	\$ 5,391	\$ 1,706
Sub-Total Program Subsidy/(Surplus)	524	(593)	3,312	1,316
Allocated Costs *	\$ 42,843	\$ 1,067	\$ 4,941	\$ 2,346
Full Cost Basis Subsidy/(Surplus)	22,515	(209)	2,861	1,956
2016 Program Recovery Ratio	97%	187%	39%	23%
2016 Full Cost Recovery Ratio				
Council Target	95% Program Cost	100% Full Cost		
* Allocated costs include:	Recreation Building & Facility costs of \$22.1M Risk Management not allocated out and fee restrictions on livestock and lottery			

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

As illustrated in the preceding tables, some fees are below the cost recovery goals set by Council policy. Although the above chart illustrates a recovery gap Council may choose to set fees at a level that does not recover the full cost to account for service demand, legislative compliance and local competition.

A Recreation User Fee Study was undertaken in 2015 and early 2016. A report was brought to Council in October 2016 (Finance, Administration and Audit Committee, Report No 10, Item 1). Comprehensive Development Fee Reviews of Development Engineering, Building Standards and Development Planning fees are in various stages of development. The Development Engineering fee review is complete and a report was brought to Council in June 2016 (Finance, Administration and Audit Committee, Report No 7, Item 11). The new fee structure should provide the revenues necessary to fund departmental operating costs that support the City's work to support future growth requirements without placing an additional burden on the tax base. The results of this fee review have been incorporated into the 2017 budget cycle. The remaining fee reviews for Building Standards and Development Planning continue and are expected to be completed by the end of 2017. The results of these fee reviews will not impact the 2017 budget cycle, but will be incorporated into future budget cycles.

6.2.5 New Fees and Rationale

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

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

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

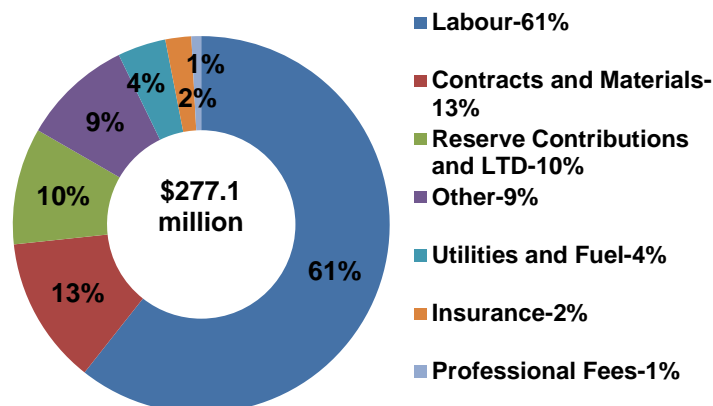
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6.3 Expenditures

6.3.1 Total Expenditures

For 2017, of the total budget of \$277.1 million, 61 percent consists of labour related costs including benefits. Contract and Materials contribute an additional 13 per cent, Reserve contributions and debt servicing costs are 10 percent, and all other costs are 16 percent of the total budget. Included in the total expenditures are additional resource requests with a net impact of \$2.9 million.

Figure 5: 2017 Operating Budget Expenditures



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

Table 14: 2017 Budget and 2018 Plan Expenditures

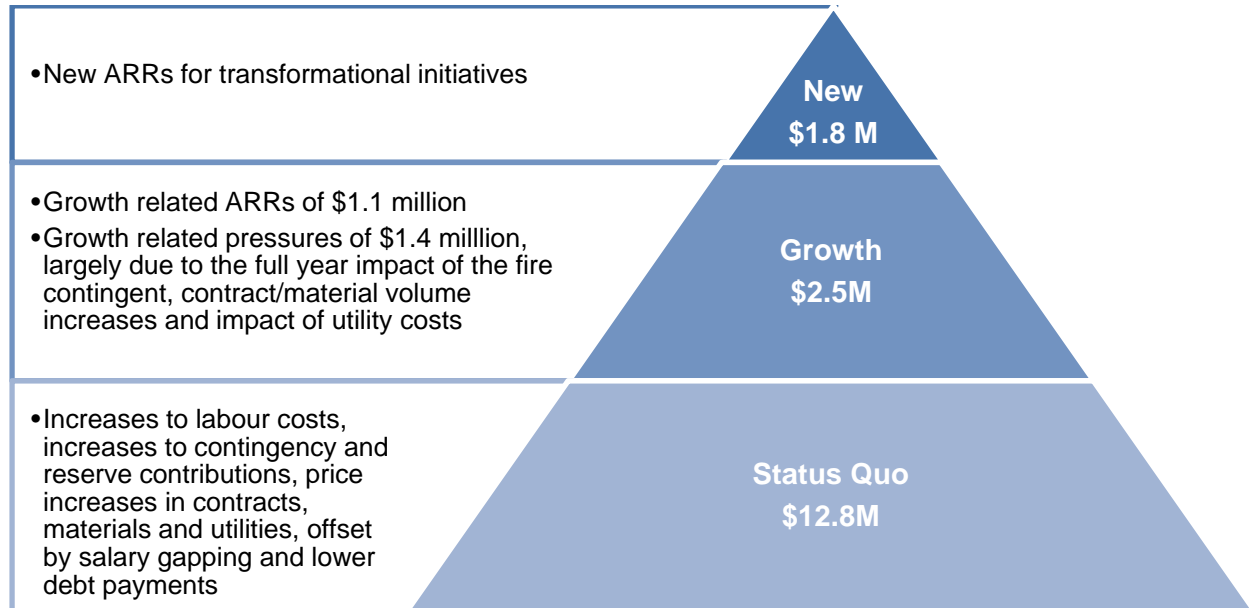
\$M	2016 Approved	2017 Budget	2018 Plan
Labour	156.9	168.0	172.7
Contracts and Materials	33.3	35.2	36.5
Reserve Contributions and LTD*	29.6	27.8	31.6
Other	25.9	26.2	22.7
Utilities and Fuel	10.9	11.5	12.2
Insurance	6.1	6.2	6.5
Professional Fees	2.5	2.3	2.2
Total Expenditures	265.2	277.1	284.4

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

6.3.2 Incremental Changes

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

Illustration 3: Conceptual Framework for 2017 Operating Expenditures



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

growing City like Vaughan, and provide staff with the systems necessary to be able to carry out their duties.

In the Department Budgets section (Section 9) of this book, departments that have proposed 2017-18 ARR's have outlined these ARR's. The details for the 2017 ARR's are found in Section 9 of this document.

7 Capital Budget Overview

7.1 Overview

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

By the end of 2016, the Capital Plan includes projects underway, projects recognized in previous Capital Plans and new requests. Capital projects need to be balanced against available funding, the impact on future operating plans and the availability of resources to undertake and manage capital projects.

There are forecasted to be 358 open capital projects with funds remaining of \$156.99 million. All of these projects are directly related to the achievement of the Council priorities identified in the Service Excellence Strategy Map. The majority of projects, including the majority of new project requests, are tied to investing, renewing and managing infrastructure and assets.

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

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

The following table summarizes the Capital Plan for 2017-18:

Table 15: 2017-18 Capital Plan with Open Projects

	Open		2017		2018	
	#	\$M	#	\$M	#	\$M
Status Quo	136	48.44	132	57.46	84	44.09
Growth	156	93.38	46	45.35	41	98.33
New	67	16.43	41	11.25	25	3.18
Capital Plan	359	158.26	219	114.05	150	145.60

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

Section 9 provides more detailed information regarding the 2017–18 Capital Plan. Detailed capital project sheets for new projects that provide additional information such as project

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

7.2 Capital Tables

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

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

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

Term of Council Priority	# Projects	Open* (\$M)
Improve municipal road network	13	13.49
Continue to develop transit, cycling and pedestrian options to get around the City	32	14.88
Facilitate the development of the VMC	19	17.46
Support the development of the hospital	3	8.31
Re-establish the urban tree canopy	1	0.01
Invest, renew and manage infrastructure and assets	182	54.96
Continue to ensure the safety and well-being of citizens	11	7.09
Meet Council tax rate targets (no greater than 3%)	1	0.05
Update the Official Plan and supporting studies	14	5.33
Attract investment and create jobs	10	2.39
Create and manage affordable housing options (secondary suites)	1	0.01
Continue to cultivate an environmentally sustainable city	12	7.85
Support and promote arts, culture, heritage and sports in the community	37	24.68
Continue to advance a culture of excellence in governance	3	0.02
Enhance civic pride through a consistent city-wide approach to citizen engagement	1	0.02
Operational Performance	4	0.64
Staff Engagement	11	0.88
Citizen Experience	4	0.18
Total Unspent Capital Funds*	359	158.26

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

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

Table 17: Open Inactive Capital Projects

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

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

Note: some numbers may not add due to rounding.

In summary:

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

7.2.2 Estimated Spend Timing of Open Capital Projects

Over the remaining term of Council more than 244 of the open capital projects are expected to be completed. The table below provides an estimate of the related cash flow requirements over the next six years. Capital spending is monitored closely and the status of capital projects is reported to Council quarterly in the Fiscal Health Reports.

Table 18: Estimated Spend Timing of Open Capital Projects

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

Note: some numbers may not add due to rounding.

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7.2.3 New Capital Requests Aligned to the Term of Council Service Excellence Strategy Map and funding source

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

All new capital projects have been allocated to a Term of Council Priority on the Service Excellence Strategy Map. More detail on each project and its funding source is provided in Section 10. The costs indicated below are the total project costs for discrete projects or the annual funding for the annual programs such as tree replacement. Approval for the total project costs is requested in full before a project is commenced while the related capital spending may occur over a number of years. Information about the expected capital spending that will occur over the remaining Term of Council in Section 7.2.5.

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

TERM OF COUNCIL PRIORITIES \$M	# Projects Plan	2017 Budget	2018 Plan	Total
Improve municipal road network	21	3.55	3.77	7.32
Continue to develop transit, cycling and pedestrian options to get around the City	19	5.85	5.23	11.08
Facilitate the development of the VMC	6	8.27	67.91	76.18
Support the development of the hospital	0	0.00	0.00	0.00
Re-establish the urban tree canopy	8	2.54	2.54	5.09
Invest, renew and manage infrastructure and assets	242	62.52	48.52	111.04
Continue to ensure the safety and well-being of citizens	9	0.53	3.63	4.17
Meet Council tax rate targets (no greater than 3%)	0	0.00	0.00	0.00
Update the Official Plan and supporting studies	15	1.43	1.83	3.26
Attract investment and create jobs	1	0.14	0.00	0.14
Create and manage affordable housing options (secondary suites)	0	0.00	0.00	0.00
Continue to cultivate an environmentally sustainable city	2	16.86	0.00	16.86
Support and promote arts, culture, heritage and sports in the community	23	9.71	11.18	20.89
Continue to advance a culture of excellence in governance	5	0.44	0.36	0.80
Enhance civic pride through a consistent city-wide approach to citizen engagement	9	1.02	0.44	1.46
Operational Performance	2	0.21	0.19	0.40
Staff Engagement	7	0.98	0.00	0.98
Citizen Experience	0	0.00	0.00	0.00
Total New Capital Projects	369	114.05	145.60	259.65

Note: some numbers may not add due to rounding.

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

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

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

Figure 6: 2017 Capital Budget by Funding Source

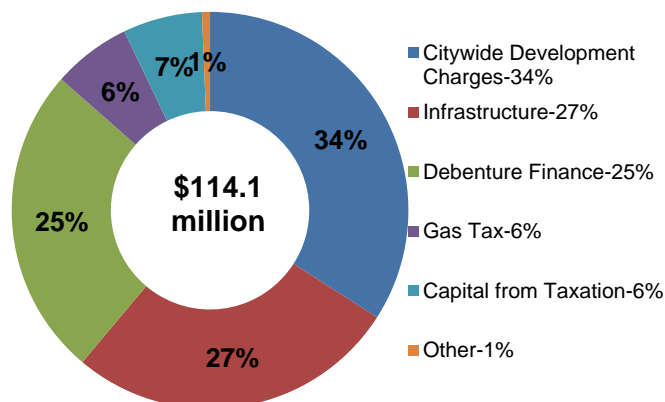


Table 20: 2017 -18 Capital Plan

Funding Source (\$M)	2017 Budget	2018 Plan	Total
City Wide Development Charges	38.86	79.97	118.83
Infrastructure Reserves	30.86	41.73	72.60
Debenture Financing	28.93	10.28	39.21
Capital from Taxation	7.29	5.33	12.62
Gas Tax	7.37	7.72	15.09
Other	0.75	0.56	1.31
Grand Total	114.05	145.60	259.65

Note: some numbers may not add due to rounding.

City Wide Development Charges fund growth related projects. Section 8.2 provides more detail about these reserves. For 2017 there are approved new capital projects for the design of the Black Creek Channel in the Vaughan Metropolitan Centre, the conversion of streetlights to efficient LED lighting, new parks, continued development of the roads, water and wastewater networks, and studies to plan for the future growth of the City. In 2018, two capital projects account for 43 percent of the new capital projects, the construction of Edgeley Pond and the Black Creek Channel in the Vaughan Metropolitan Centre.

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

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

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

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

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

Gas Tax is a federally supported program, intended to support Ontario municipalities' investment in environmentally sustainable municipal infrastructure projects, such as water, wastewater, solid waste, local roads, bridges and walkways. The municipality must clearly demonstrate that funding used for a project is incremental and the funding enables project implementation, enhances its scope or accelerates its timing. Departments are invited to propose projects that could be eligible for gas tax funding. Available gas tax funding in excess of project submissions is allocated to Roads projects which would otherwise be funded through debentures.

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

7.2.4 Financing Strategy for Major Capital Investments

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

LED Streetlight Conversion (Citywide)

In June 2016, Council provided approval for staff to proceed with the procurement of an energy performance based contract for the street light retrofit project that will upgrade over 22,000 existing street lights throughout the City to LED technology. The total upfront capital costs for the design and installation of the retrofit is approximately \$19.1 million. It is anticipated that project will begin in late 2017, and will take approximately 3 years to complete. Approved funding of \$3 million currently exists in Capital Project RP-2058-15 and the 2017 draft budget includes a capital request for the remaining balance of funding of \$16.4 million, of which \$1.5 million is to be funded from gas tax and \$14.9 million from debentures. Staff continue to assess

the optimal debt-financing option for the up-front capital costs and will be providing a final recommendation to Council at the time the energy performance contract is awarded.

New Transportation Services, Parks and Forestry Operations Yard

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

Vaughan Metropolitan Centre YMCA, Library and Recreation Space

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

Edgeley Pond and Black Creek Infrastructure in the Vaughan Metropolitan Centre

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

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

Public Art Reserve Funding

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

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

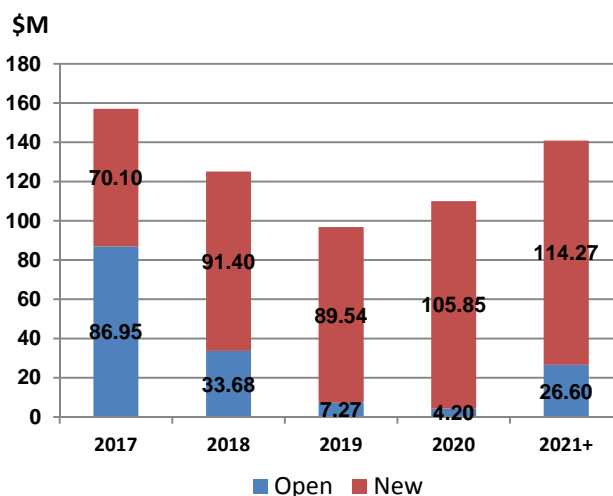
The creation of these two reserves and the respective funding allocations will help to move the public art initiative forward. It is not expected that the funding in these reserves will fund all public art. Rather, it is anticipated that public art will also be acquired through the development process,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

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7.2.5 Estimated Spend of Open and New Capital Projects

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

Figure 7: Capital Projects – Estimated Cash Flow Requirements



7.3 Relationship between Capital and Operating spending

Initial investments in capital infrastructure are fixed and primarily funded through development charges. However, the related ongoing operational and service costs place cumulative, lasting pressures on the operating budget. These include operational requirements such as staff and associated operating costs of new infrastructure, incremental debt service costs and incremental infrastructure contributions to begin saving for the ultimate replacement of growth related infrastructure.

The future annual incremental operating budget implications associated with the 2017-18 Capital Plan are estimated as follows:

Table 21: Operating Impacts Associated with the Capital Program

Items	2016		2017		2018	
	\$M	Tax Rate%	\$M	Tax Rate%	\$M	Tax Rate%
Operational Requirements	3.1	1.83	0.3	0.16	2.3	1.25
Debenture Financing	-3.2	-1.84	-3.1	-1.75	1.7	0.95
Infrastructure Contributions	0.2	0.14	1.4	0.81	2.7	1.48
Total	0.1	0.13	-1.4	-0.79	6.7	3.68

Note: some numbers may not add due to rounding.

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

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

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

7.4 Reconciliation to full accrual

The City's 2017 Budget and 2018 Plan is developed excluding amortization expense and post-employment benefits. The costs and associated funding implications of budgeting for amortization and post-employment benefits would be significant.

The main reasons for the differences are:

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

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

Table 22: Impact of Excluded Expenses/Estimated Change in Accumulated Surplus

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

*Excludes Water and Wastewater (separate process)

Note: some numbers may not add due to rounding.

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

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the Financial Sustainability: Fiscal Framework project should be able to use the information from CAM to develop a financing strategy to help close this funding gap.

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

8 Financial Sustainability and Reserves

8.1 Financial Sustainability

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

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

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

8.2 Obligatory Reserves

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

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

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

- Restricted Grant Funding – These reserves represent funds supported by legislation (federal, provincial or other Act based). These reserves support the City's existing capital infrastructure.
- Other Items – Developer agreements may also stipulate the collection of fees from developers for specific purposes. These fees are paid into a reserve until such a time as the funds are required for capital project completion.

Table 23: 2017-18 Obligatory Reserve Balance Forecast

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

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

8.3 Discretionary Reserves

Discretionary reserves provide the City with financial flexibility in order to safeguard against economic downturns and finance operations internally. Discretionary reserves are funded from various sources including, but not limited to, allocated revenues, annual surpluses when they occur and dedicated contributions. Funding is typically determined during the budget process, unless unanticipated (e.g. budget to actual variances, in-year dedications).

The City has established a number of discretionary reserves to help manage its finances and protect against unexpected events. These reserves have been further broken down into the following types:

- Sustainability Reserves – Intended to manage cash flows and mitigate wide fluctuations on the General Levy created by extraordinary and unforeseen events, one-time expenditures, revenue shortfalls, etc.
- Infrastructure Reserves – Reserves form an important component of the capital financing plan for infrastructure network items and are used specifically for the purpose of repairing and replacing assets as defined in the capital budget guidelines and the intended use/limitation section of each reserve.
- Corporate Reserves – Reserves protect against the consequences of certain risks, liabilities and corporate programs.

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

Table 24: 2017-18 Discretionary Reserve Balance Forecast

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

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

8.3.1 Guiding Financial Policies

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

Table 25: Policy Ratios

Policy Ratio	2016	2017	2018	Target
Discretionary Reserve*	79.72%	55.74%	44.58%	>50% Of Own Source Revenues
Working Capital*	5.98%	4.91%	4.74%	Up To 10% Of Own Source Revenues
Debt Service Costs	5.96%	4.34%	4.42%	<10% Of Own Source Revenues

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

Discretionary Reserve Ratio - The pressure on discretionary reserves is largely due to funding infrastructure replacement as the City's initial stock of infrastructure assets began to reach the end of their useful lives. One of the term of Council priorities is to *invest, renew and manage infrastructure and assets*. Over the term of Council it is anticipated that the investment in the rehabilitation and replacement of infrastructure is almost double the contributions to the reserves that fund this work.

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

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

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

Debt Service Ratio - The City current practice is to request a debt issuance once a project is substantially complete and there has been a sufficient accumulation of substantially completed projects to warrant the issue. This ratio is forecasting a slight decline over the capital plan due to anticipated debt retirements in 2017 and 2018. The Debt Policy sets limitations on the use of debt in order to retain financial flexibility by avoiding long-term commitments for interest payments. The City's policy limits debt to a maximum of 10 per cent of total City revenue, which is significantly lower than the Province's 25 per cent maximum.

Other means by which the City manages its reserves are:

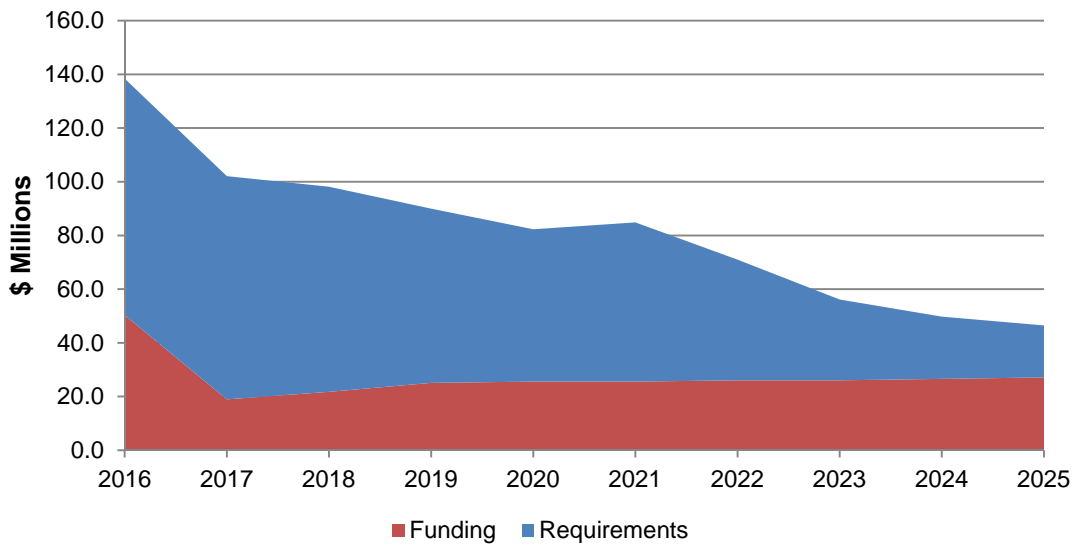
- Capital projects are approved for the full cost and are committed against the reserve over the expected construction time frame at time of approval.
- Reserve balances should remain positive and not be placed into a negative position. If a reserve is forecasted to go into a negative position, Council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

8.3.2 Sufficiency of Infrastructure Renewal Reserves

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

If all the City's assets had to be replaced at the end of their estimated useful lives, the chart below shows that there would be a significant theoretical investment gap. Staff observations and anecdotal evidence suggest that the City's infrastructure deficit is large and growing. However, more accurate and relevant estimates will only be possible once the City has completed the implementation phase of its Corporate Asset Management Initiative. That initiative includes a robust program of asset management and regular condition assessments. Phase 1 of the Corporate-side asset management initiative was completed in 2014. Phase 2 of the Corporate-wide asset management initiative should provide the information required to better understand the condition of the City's assets and timing of maintenance, repair and replacement requirements. This will provide better information about the financial requirements to sustain the community's infrastructure network.

Figure 8: Infrastructure Renewal Requirements



9 Department Budgets

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

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

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9.1 City Council

9.1.1 Department Service Statement

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

City Council is comprised of:

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

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

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

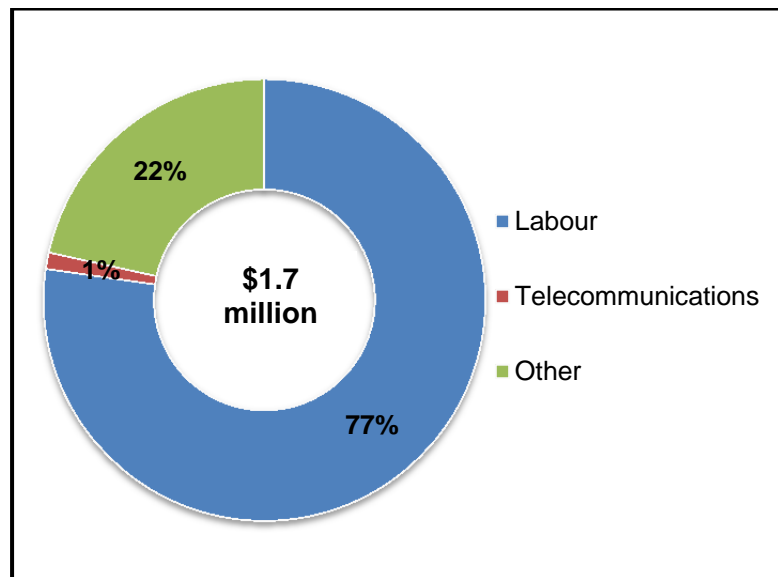
9.1.2 DRAFT 2017 Budget and 2018 Plan

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

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9.1.3 Operating Summary

DRAFT 2017 Gross Operating Expenditures



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

Budget Change: The Council budgets are calculated based on a methodology and formula which incorporates current population and business counts to determine Council's discretionary budgets.

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

Full Time Equivalentents (FTE's)	15.2	15.2	15.2
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9.2 Integrity Commissioner

9.2.1 Department Service Statement

The mandate of the Integrity Commissioner is to ensure that the Code of Conduct and ethics governing elected officials is objectively applied, working in collaboration with City Council and the city's administration.

This may entail:

- Conducting inquiries into requests made by a member of the public, Council, or a Member of Council, into whether a Member of Council has contravened any applicable Code of Conduct;
- Determining whether a Member of Council has in fact contravened Council's Code of Conduct and report any violation with any recommendation for sanction, in accordance with the Municipal Act and any prevailing city protocols or policies, to a public meeting of Council and to the general public through the city's website;
- Providing written and oral advice to individual Members of Council about their own situation under the Code of Conduct and other policies and protocols governing the ethical behavior of Council;
- Providing Council with specific and general opinions and advice on the city's policies and protocols regulating the conduct of Members of Council and issues of compliance with those policies and protocols;
- Publishing an annual report on the work of the Office of the Integrity Commissioner, including examples in general terms of advice rendered and complaints received and disposed of; and
- Providing general advice to Members of Council and working with City of Vaughan staff on issues of ethics and integrity including codes of conduct, policies, protocols and office procedures, and emphasizing the importance of ethics for public confidence in municipal government.

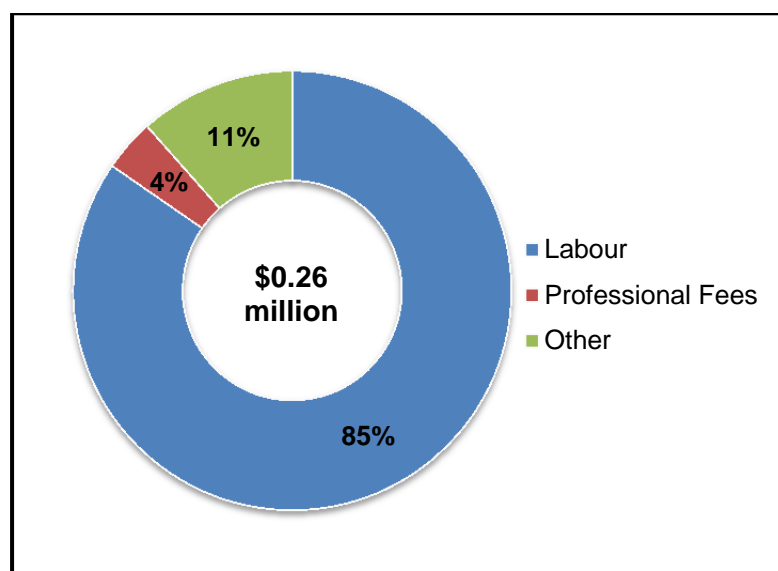
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9.2.2 DRAFT 2017 Budget and 2018 Plan

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

9.2.3 Operating Summary

DRAFT 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	0.26	100.0%
Total	0.26	100.0%

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

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

Full Time Equivalents (FTE's)	2.0	2.0	2.0
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9.3 Internal Audit

9.3.1 Department Service Statement

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

9.3.2 DRAFT 2017 Budget and 2018 Plan

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

9.3.3 2016 Key Accomplishments

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

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

9.3.4 Commitments

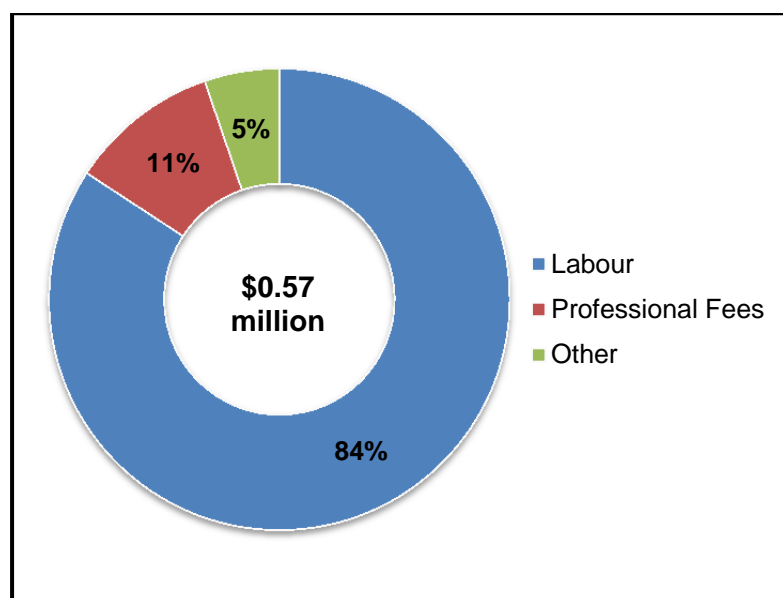
- Execute the assurance and consulting engagements as per the 2015-2018 Internal Audit Risk Based Work Plan, which directly supports the Term of Council Priority: Continue to Advance a Culture of Excellence in Governance.

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- Scheduled 2017 Assurance Projects include: Legal Services, Purchase Card Compliance Review, Financial Planning & Budgeting Process, Forestry Operations, Facility Maintenance Services and Ministry of Transportation Driver Certification Compliance Reviews
- Scheduled 2017 Special Projects: Governance & Accountability Survey

9.3.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	0.57	100.0%
Total	0.57	100.0%

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

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

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

9.4.1 Office Overview

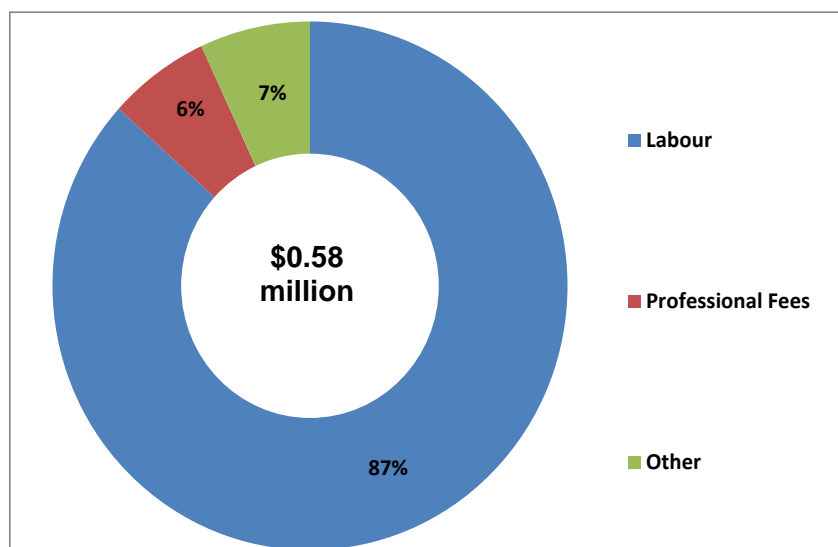
The Office of the City Manager ensures the decisions and policy direction of Vaughan Council are effectively implemented in support of the city's progressive vision of building "a city of choice" that promotes diversity, innovation and opportunities for all citizens.

9.4.2 DRAFT 2017 Budget and 2018 Plan

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

9.4.3 Operating Summary

DRAFT 2017 Gross Operating Expenditures



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

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

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

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

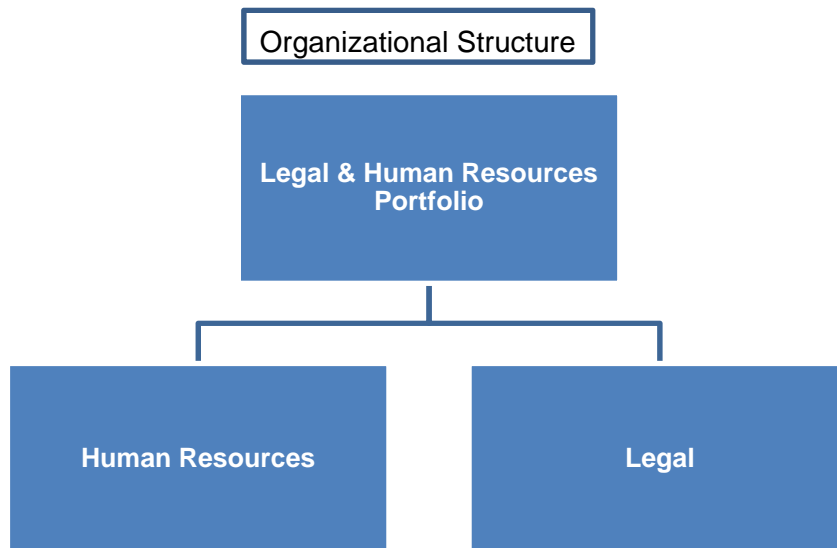
9.5 Legal & Human Resources Portfolio

9.5.1 Portfolio Overview

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

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

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



Draft 2017 Budget 2018 Plan

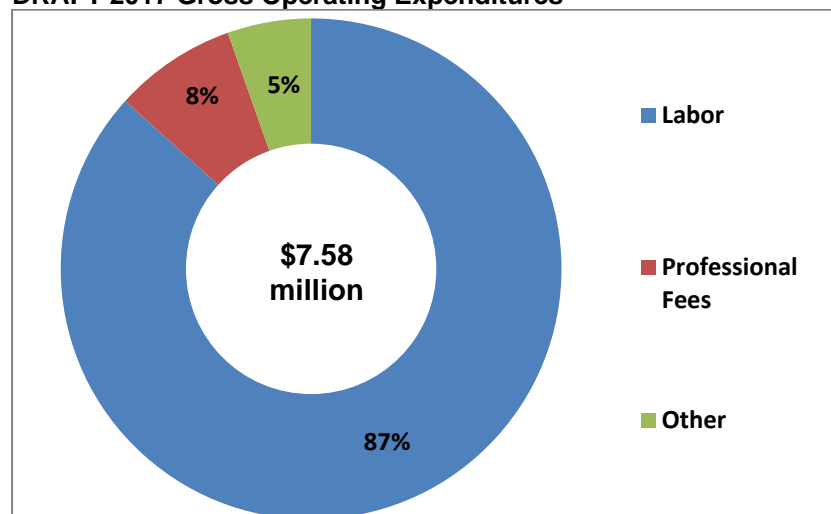
Operating Summary

Draft 2017 Budget and 2018 Plan

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

Capital Plan	0.32	0.27	0.37
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DRAFT 2017 Gross Operating Expenditures



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

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

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

Draft 2017 Budget 2018 Plan

9.5.2 Deputy City Manager, Legal & Human Resources

9.5.2.1 Office Overview

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

9.5.2.2 Draft 2017 Budget and 2018 Plan

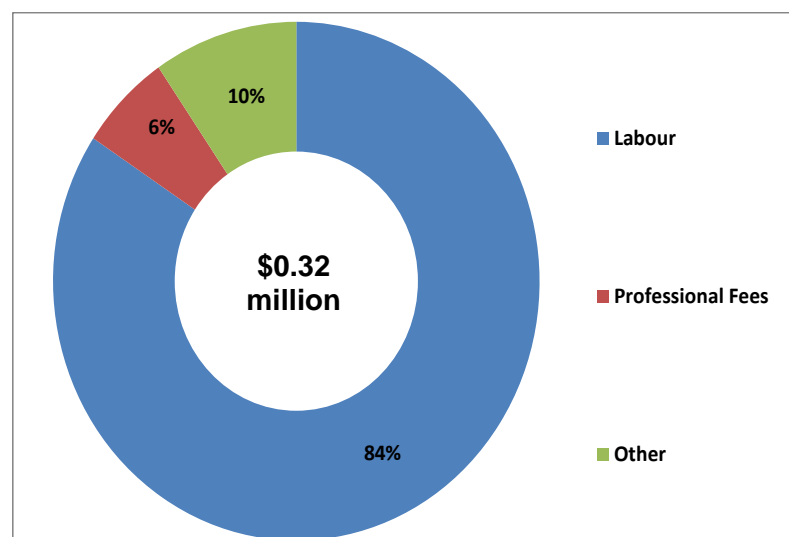
(\$M)	2016*	2017	2018
Revenue			
Total	-	-	-
Expenditures			
Labour	0.18	0.27	0.29
Professional Fees	0.02	0.02	0.02
Other	0.02	0.03	0.03
Total	0.22	0.32	0.34
Net Operating Budget	0.22	0.32	0.34

Capital Plan	0.00	0.00	0.00
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*2016 budget does not represent a full year budget. Position and budget was effective April 2016.

9.5.2.3 Operating Summary

DRAFT 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	0.32	100.0%
Total	0.32	100.0%

Draft 2017 Budget 2018 Plan

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

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

Full Time Equivalents (FTE's)	1.0	1.0	1.0
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Draft 2017 Budget 2018 Plan

9.5.3 Office of the Chief Human Resources Officer

9.5.3.1 Office Overview

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

9.5.3.2 DRAFT 2017 Budget and 2018 Plan

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

Capital Plan	0.05	0.00	0.10
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9.5.3.3 2016 Key Accomplishments

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

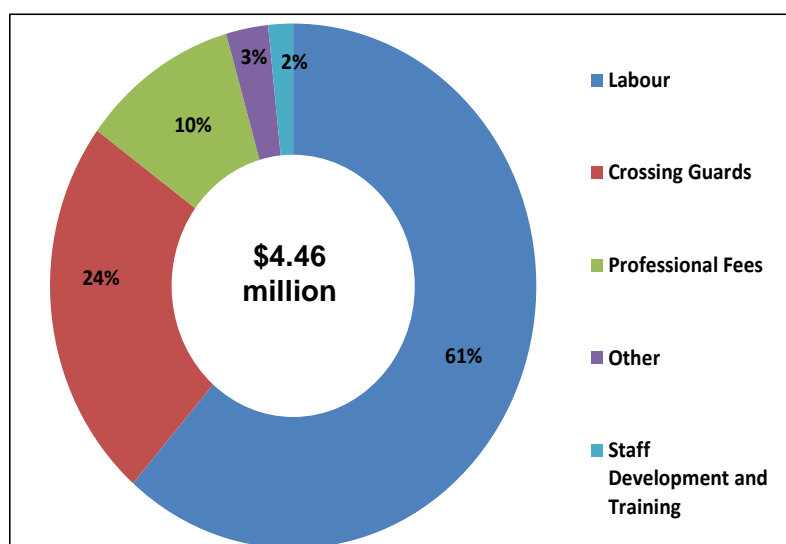
Draft 2017 Budget 2018 Plan

9.5.3.4 Commitments

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

9.5.3.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



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

Draft 2017 Budget 2018 Plan

Budget Change: The Office's 2017 Draft operating budget includes increased labour costs from salary progressions and the addition of crossing guards to service new schools. The Office was able to partly offset these increases in 2017 through savings identified in professional fees.

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

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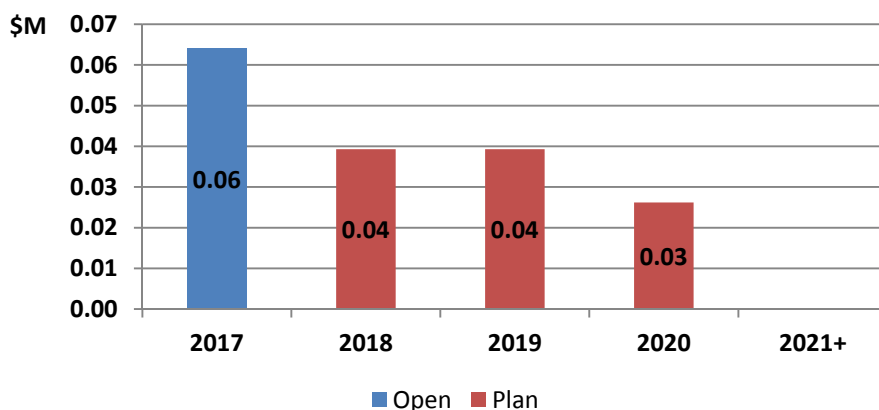
*The above FTE count excludes Crossing Guards

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

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

9.5.3.6 Capital Summary

Estimated Annual Capital Expenditures



Draft 2017 Budget 2018 Plan

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

\$M	Total	Cashflow
Open	0.06	0.06
Plan	0.10	0.04
Total	0.16	0.10

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

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

2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Capital From Taxation	0.00	0.10	0.10
Grand Total	0.00	0.10	0.10

2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
Department Managed:		
AODA Website Documents Compliance	0.00	0.10
Total	0.00	0.10

Draft 2017 Budget 2018 Plan

9.5.4 Office of the City Solicitor

9.5.4.1 Office Overview

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

9.5.4.2 DRAFT 2017 Budget and 2018 Plan

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

Capital Plan	0.27	0.27	0.27
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Note: some numbers may not add due to rounding.

9.5.4.3 2016 Key Accomplishments

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

Draft 2017 Budget 2018 Plan

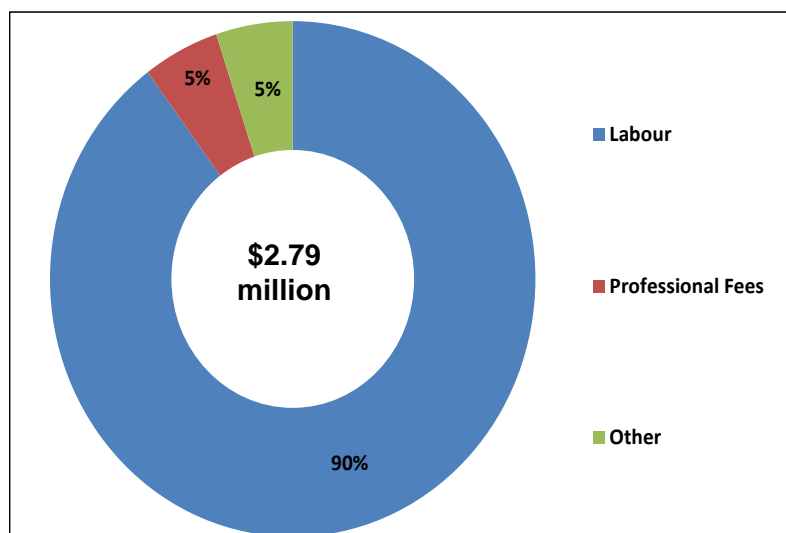
- Recipient of Canadian Lawyer InHouse magazine award for Litigation Management of the VMC Secondary Plan OMB appeals.

9.5.4.4 Commitments

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

9.5.4.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



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

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

Draft 2017 Budget 2018 Plan

Budget Change (\$M)	2016	2017	2018
Net Operating Budget		2.30	2.21
Status Quo		-0.09	0.19
Growth			
New			
Net Operating Budget	2.30	2.21	2.40

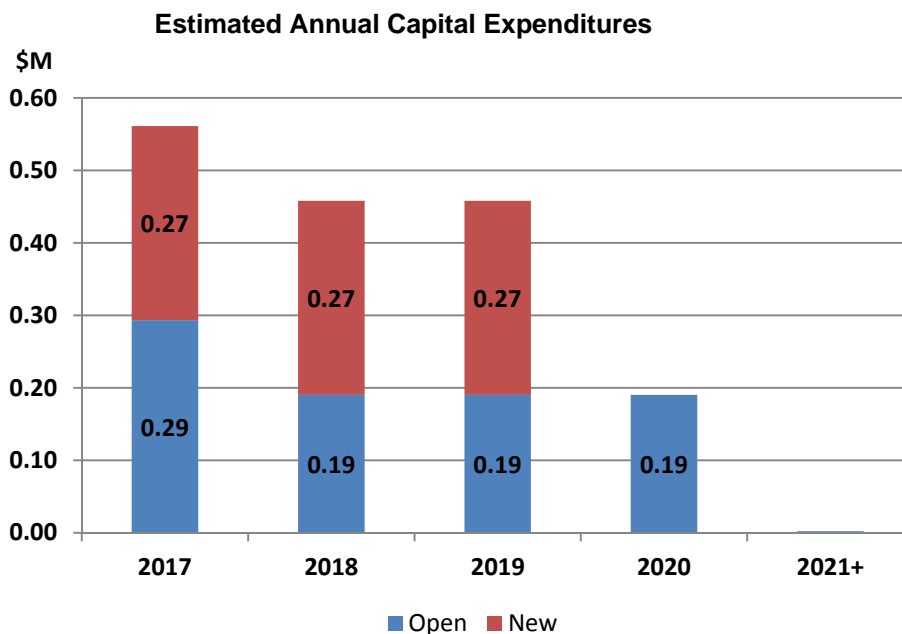
Full Time Equivalents (FTE's)	15.0	16.0	16.0
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Note: There are 2 legal OMB positions budgeted under the Corporate budget

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

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

9.5.4.6 Capital Summary



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

Draft 2017 Budget 2018 Plan

\$M	Total	Cashflow
Open	0.87	0.48
Plan	0.54	0.54
Total	1.41	1.02

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

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

2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Other Reserves	0.27	0.27	0.54
Grand Total	0.27	0.27	0.54

2017 – 2018 Capital Project List:

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

9.6 Community Services Portfolio

9.6.1 Portfolio Overview

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

Community Services Portfolio:

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

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

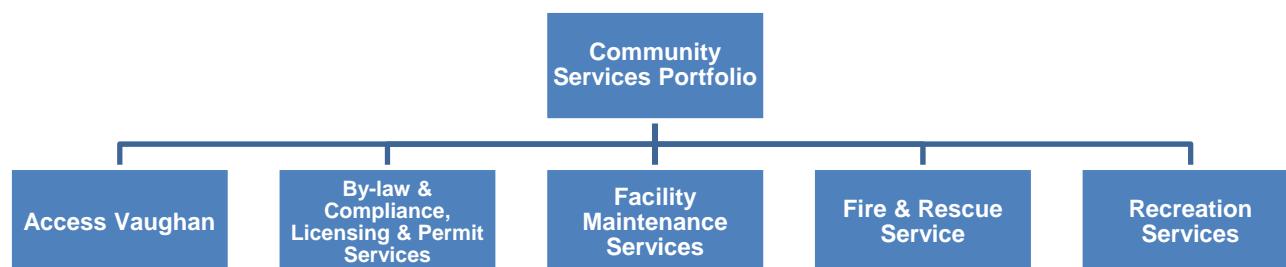
Facility Maintenance Services (FMS) provides property management services for all City of Vaughan municipal buildings, including operations, security, and maintenance. The City's community centres, recreation facilities and all associated mechanical equipment are operated by the FMS team.

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

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

Draft 2017 Budget 2018 Plan

Organizational Structure



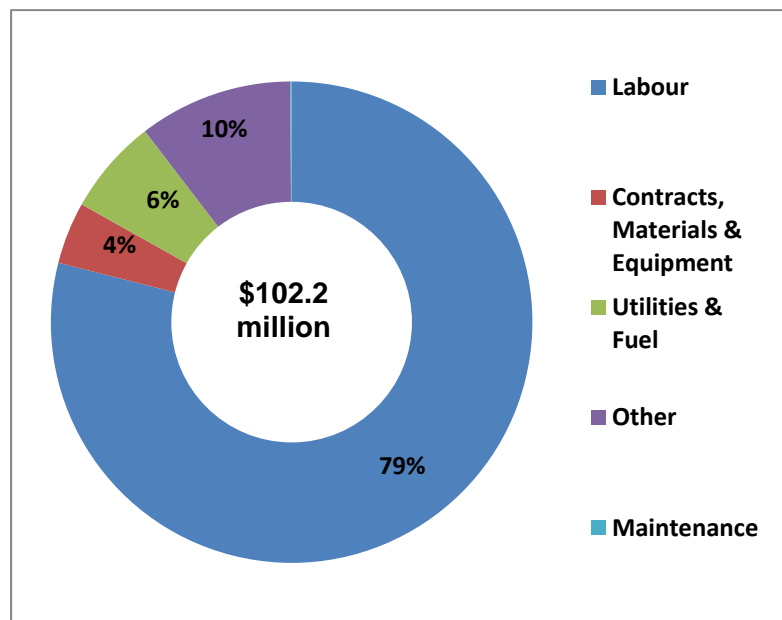
Operating Summary

DRAFT 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
Revenue			
User Fees	19.3	20.1	20.5
Licenses, Permits & Fines	3.4	3.6	3.7
Other	2.2	2.4	2.3
Total	24.9	26.1	26.5
Expenditures			
Labour	76.6	80.7	83.8
Utilities & Fuel	6.2	6.6	7.0
Contracts, Materials & Supplies	4.2	4.2	4.2
Other	10.6	10.7	11.1
Total	97.6	102.2	106.1
Net Operating Budget	72.7	76.1	79.6
Capital Plan	16.80	20.21	16.51

Draft 2017 Budget 2018 Plan

DRAFT 2017 Gross Operating Expenditures



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

2017-2018 Capital Project List

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

Draft 2017 Budget 2018 Plan

9.6.2 Deputy City Manager, Community Services

9.6.2.1 Office Overview

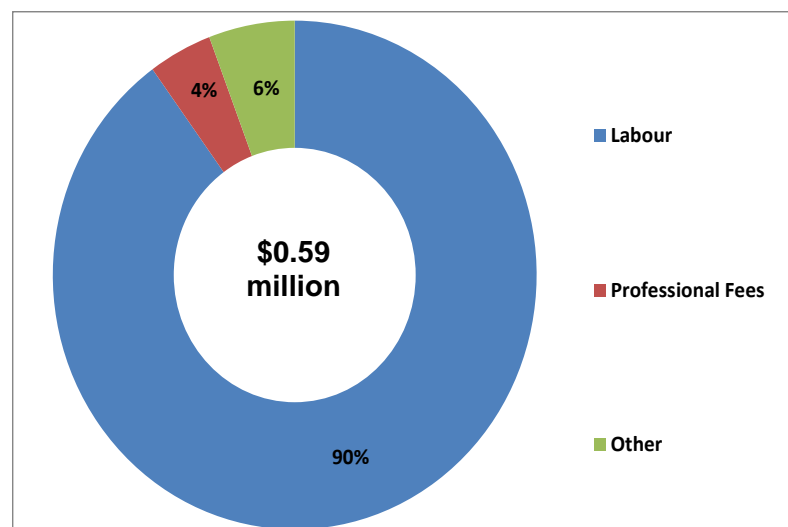
The Community Services Portfolio consists of the following departments: Access Vaughan; By-law and Compliance, Licensing and Permit Services; Facility Maintenance Services; Fire and Rescue Service; and Recreation Services.

9.6.2.2 DRAFT 2017 Budget and 2018 Plan

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

9.6.2.3 Operating Summary

DRAFT 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	0.59	100.0%
Total	0.59	100.0%

Draft 2017 Budget 2018 Plan

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

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

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

9.6.3 Community Grants and Advisory Committee

9.6.3.1 Department Overview

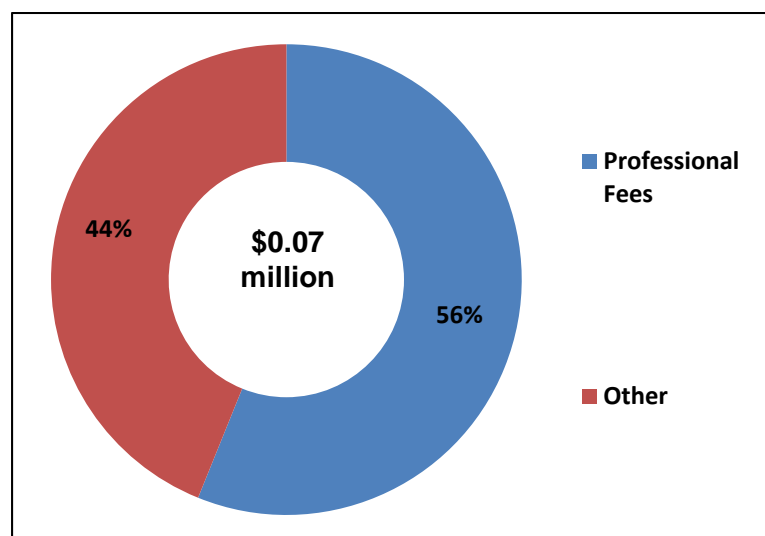
Funds for Community Grants and Advisory Committee are to support a number of groups and initiatives related to community development, such as Seniors Association of Vaughan and Gallanough Resource Library.

9.6.3.2 DRAFT 2017 Budget and 2018 Plan

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

9.6.3.3 Operating Summary

DRAFT 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	0.07	100.0%
Total	0.07	100.0%

Draft 2017 Budget 2018 Plan

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

Draft 2017 Budget 2018 Plan

9.6.4 Access Vaughan

9.6.4.1 Department Overview

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

9.6.4.2 DRAFT 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
Revenue			
Total	-	-	-
Expenditures			
Labour	1.10	1.21	1.24
Others	0.04	0.04	0.04
Total	1.14	1.25	1.28
Net Operating Budget	1.14	1.25	1.28

Capital Plan	0.05	0.00	0.00
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9.6.4.3 2016 Key Accomplishments

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

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

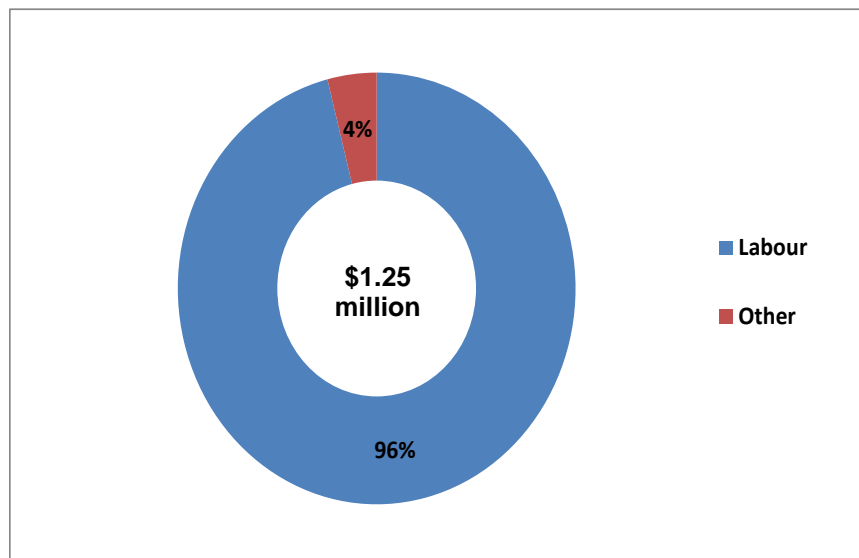
9.6.4.4 Commitments

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

Draft 2017 Budget 2018 Plan

9.6.4.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



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

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

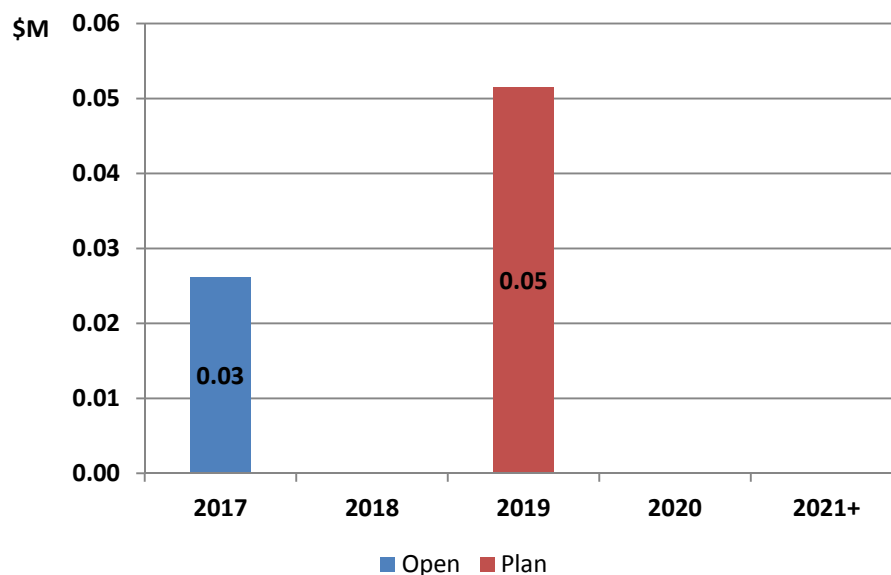
Budget Change (\$M)	2016	2017	2018
Net Operating Budget		1.14	1.25
Status Quo		0.11	0.03
Growth		0.00	0.00
New		0.00	0.00
Net Operating Budget	1.14	1.25	1.28

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

9.6.4.6 Capital Summary

Estimated Annual Capital Expenditure



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

	\$M	Total	Cashflow
Open	0.03		0.03
Plan	0.00		0.00
Total	0.03		0.03

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

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

Draft 2017 Budget 2018 Plan

9.6.5 Recreation Services (Includes Community Development and Events)

9.6.5.1 Department Overview

Recreation Services is committed to providing quality recreation activities, community space, and events in an accessible, equitable and efficient manner. Through the city's 10 community centres that include 7 fitness facilities and 10 skating rinks, the department strives to provide a variety of basic, value-added, and premium recreational programs that promote health, wellness and active living for all ages. In 2015, Recreation Services processed over 65,000 program registrations, 105,000 facility bookings, sold over 20,000 fitness memberships and offered over 9,200 registered courses.

9.6.5.2 DRAFT 2017 Budget and 2018 Plan

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

Capital Plan	4.90	9.32	6.29
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9.6.5.3 2016 Key Accomplishments

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

Draft 2017 Budget 2018 Plan

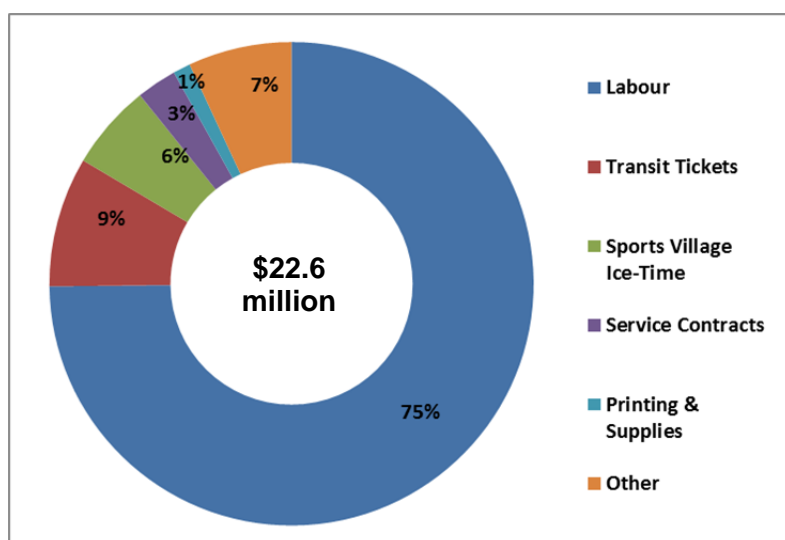
- Increased program and community partnerships with private and public organizations through stronger stakeholder engagement and leveraging opportunities for more effective service delivery.

9.6.5.4 Commitments

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

9.6.5.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



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

Draft 2017 Budget 2018 Plan

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

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

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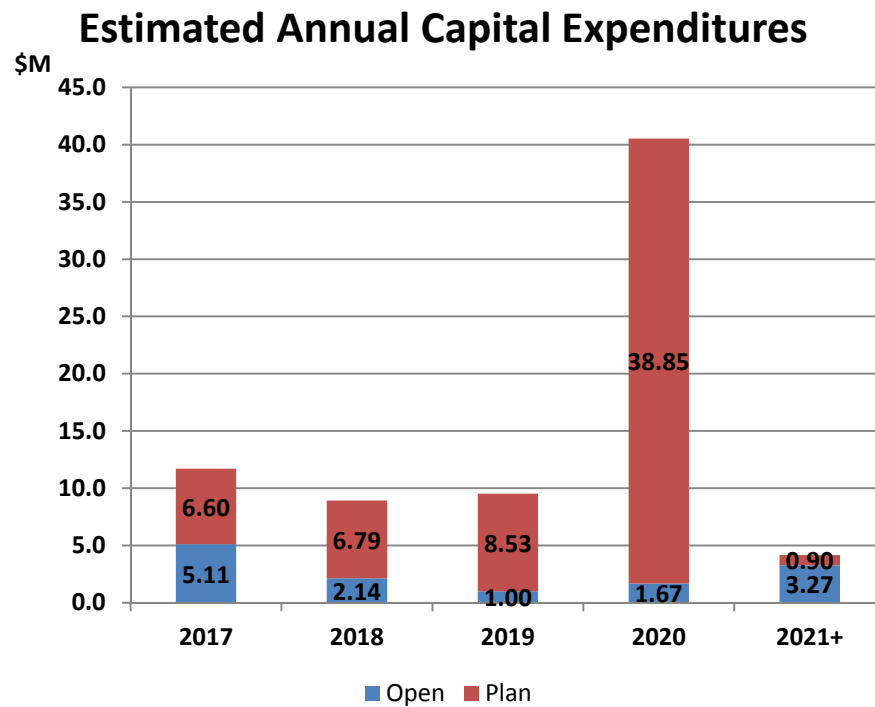
*Includes full time and permanent part time only. Does not include any seasonal part-time staff.

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

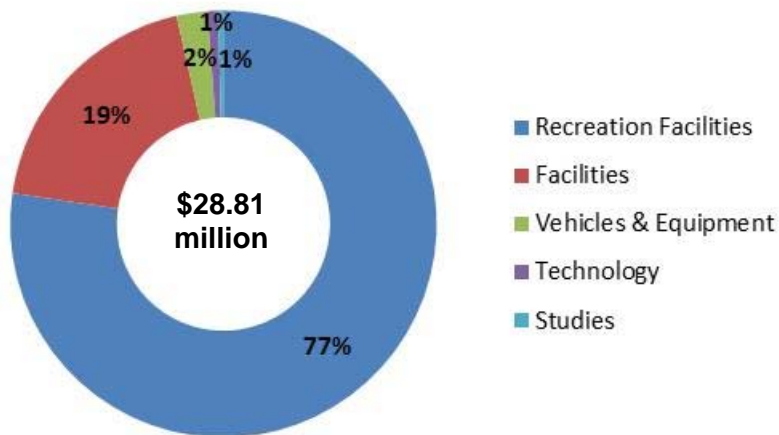
Index Number	New Requests (\$M)	(FTE's)	2017	2018
210-01-2017	Graphic Artist (Part time) – Fully Offset Within	0.7	0.00	0.00
	Total	0.7	0.00	0.00

Draft 2017 Budget 2018 Plan

9.6.5.6 Capital Summary



Capital Plan



	\$M	Total	Cashflow
Open	13.20		7.25
Plan	15.61		13.39
Total	28.81		20.64

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

Draft 2017 Budget 2018 Plan

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

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

2017-2018 - Capital Plan by Funding Source:

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

2017 – 2018 Capital Project List:

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

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

Draft 2017 Budget 2018 Plan

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

Draft 2017 Budget 2018 Plan

9.6.6 Facility Maintenance Services

9.6.6.1 Department Overview

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

9.6.6.2 DRAFT 2017 Budget and 2018 Plan

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

Capital Plan	2.93	6.74	4.91
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9.6.6.3 2016 Key Accomplishments

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

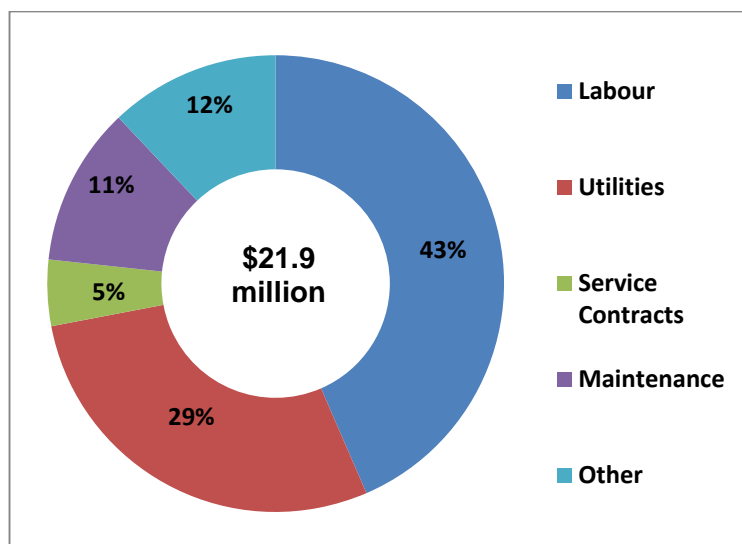
Draft 2017 Budget 2018 Plan

9.6.6.4 Commitments

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

9.6.6.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



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

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

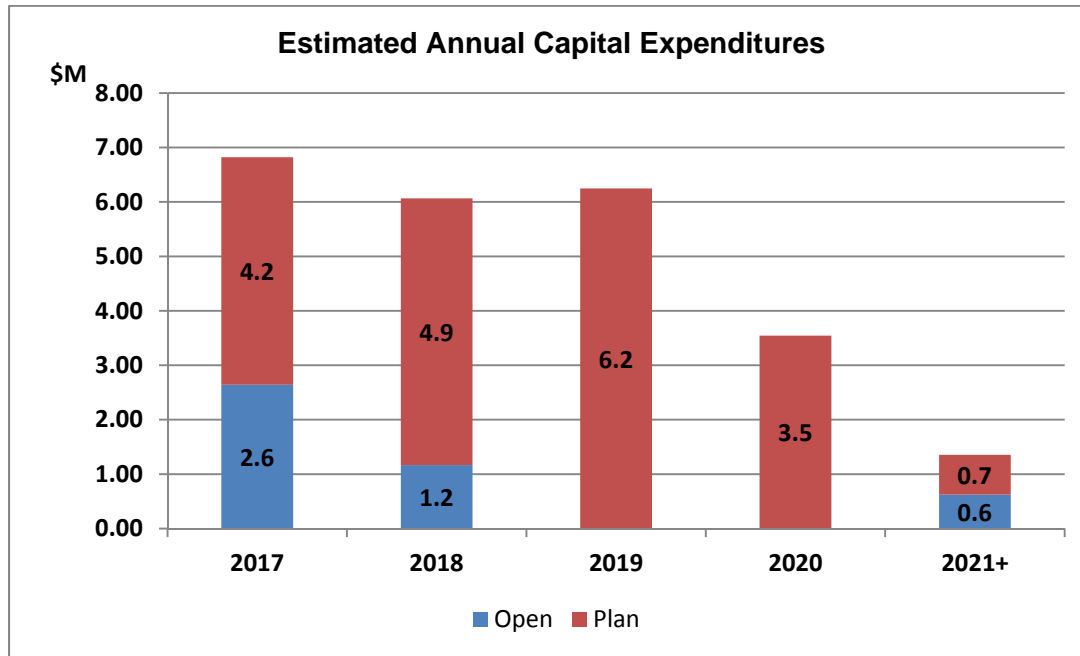
Budget Change (\$M)	2016	2017	2018
Net Operating Budget		21.1	21.6
Status Quo		0.5	0.6
Growth		0.0	0.0
New		0.0	0.0
Net Operating Budget	21.1	21.6	22.2

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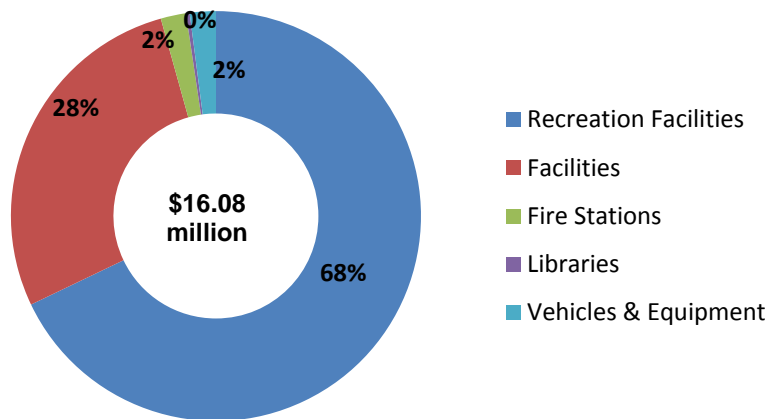
New Requests: There are no ARR submissions for this department.

Draft 2017 Budget 2018 Plan

9.6.6.6 Capital Summary



Capital Plan



\$M	Total	Cashflow
Open	4.43	3.81
Plan	11.65	9.19
Total	16.08	13.00

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

Draft 2017 Budget 2018 Plan

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

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

2017-2018 Capital Plan by Funding Source:

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

2017 – 2018 Capital Project List:

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

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

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

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9.6.7 Fire & Rescue Service

9.6.7.1 Department Overview

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

9.6.7.2 DRAFT 2017 Budget and 2018 Plan

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

Capital Plan	9.00	3.91	5.33
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9.6.7.3 2016 Key Accomplishments

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

9.6.7.4 Commitments

Ensure the safety and well-being of citizens by:

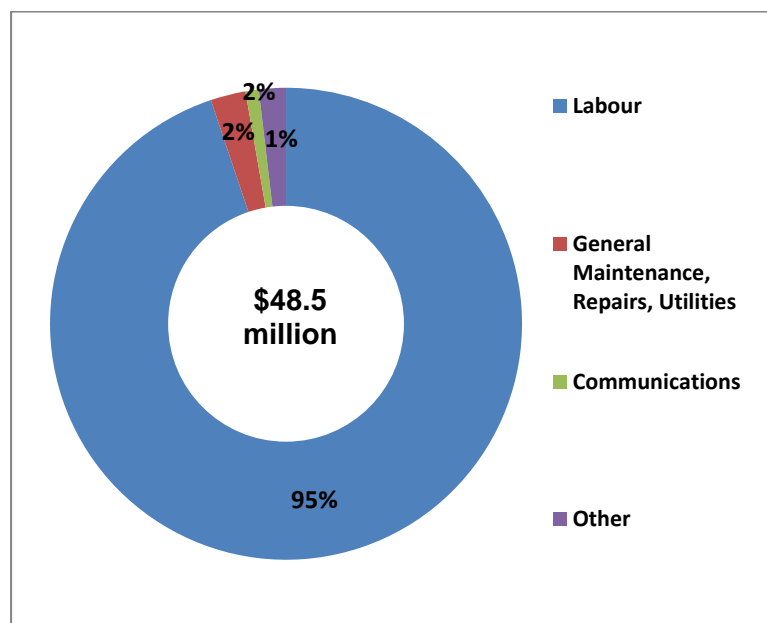
- Continue development of an updated Master Fire Plan.
- Continue to work with Infrastructure Delivery on the construction of two new Fire stations: Station 7-3 will service Woodbridge and include a York Region Paramedic Response unit, and Station 7-4 will service Kleinburg.
- Prepare for the opening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

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

9.6.7.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



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

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

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

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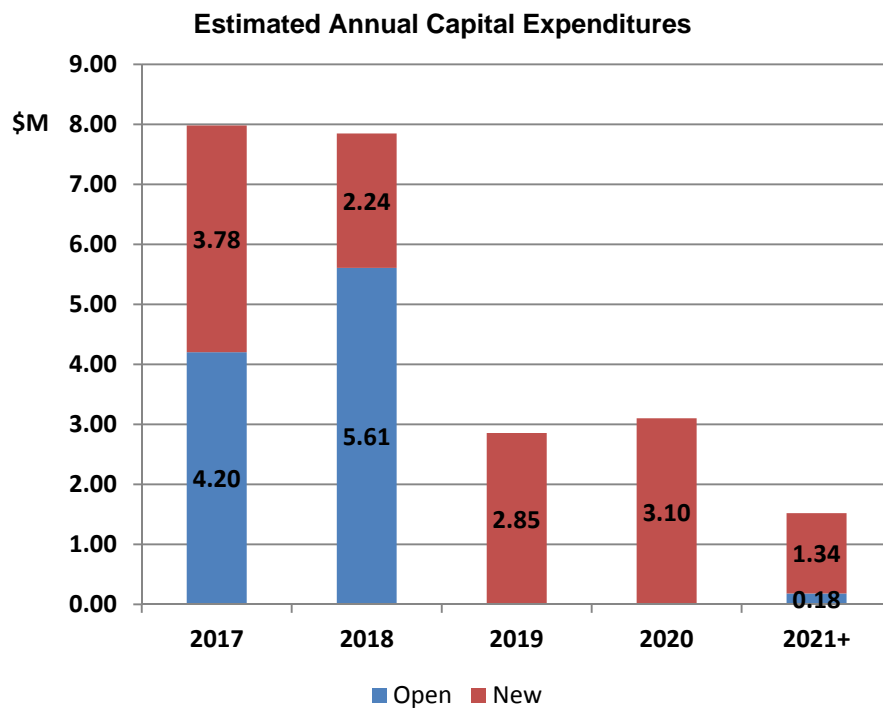
New Requests: New resource requests have been submitted for 2017 and 2018 for Firefighters and Captains for Station 7-4. The assumed hiring date is November 1st, 2017. Furthermore, there is request to add an Assistant Deputy Fire Chief and Plan Review Technologist to assist

Draft 2017 Budget 2018 Plan

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

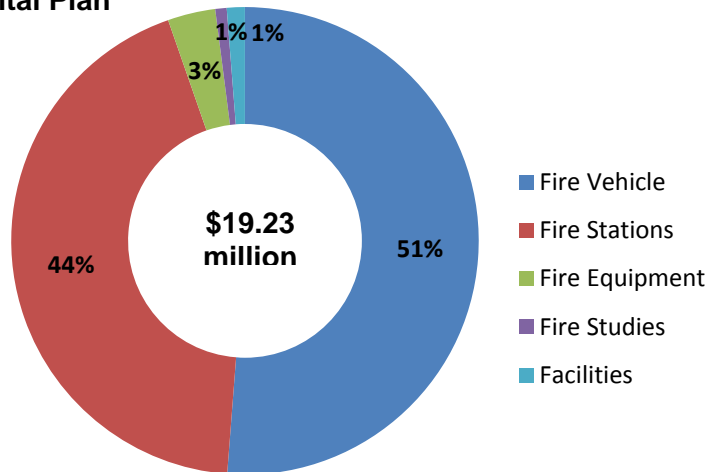
Index Number	New Requests (\$M)	(FTE's)	2017	2018
100-01-2017	Assistant Deputy Fire Chief	1.0	0.18	0.00
100-02-2017	Plan Review Building Technologist (Fully Offset by Fees In Other Departments)	1.0	0.10	0.00
100-06-2017	STN 74 - 4 Captains (2nd Contingent)	4.0	0.14	0.46
100-05-2017	STN 74 - 6 Firefighters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

9.6.7.6 Capital Summary



Draft 2017 Budget 2018 Plan

Capital Plan



\$M	Total	Cashflow
Open	9.99	9.81
Plan	9.24	6.02
Total	19.23	15.83

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

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

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

2017-2018 Capital Plan by Funding Source:

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

2017 – 2018 Capital Project List:

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

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

Draft 2017 Budget 2018 Plan

9.6.8 By-Law & Compliance, Licensing & Permit Services

9.6.8.1 Department Overview

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

BCLPS realizes its mission through three business units:

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

9.6.8.2 DRAFT 2017 Budget and 2018 Plan

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

Capital Plan	0.04	0.29	0.00
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9.6.8.3 2016 Key Accomplishments

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

Draft 2017 Budget 2018 Plan

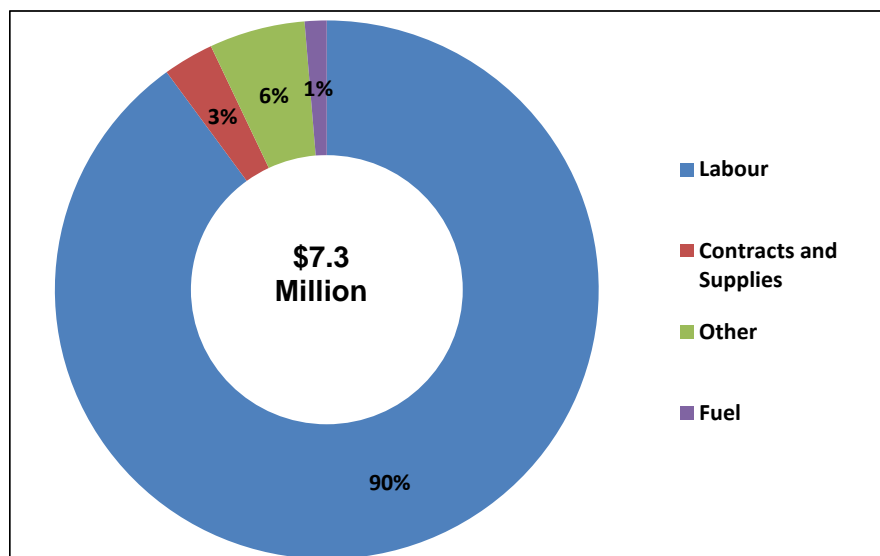
- Initiated modernization of City By-laws and By-law Strategy (5 year sustainability plan/by-law life cycle) to ensure by-laws are relevant, suitable for today's environment and continue to support the safety and well-being of citizens.

9.6.8.4 Commitments

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

9.6.8.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



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

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

Draft 2017 Budget 2018 Plan

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

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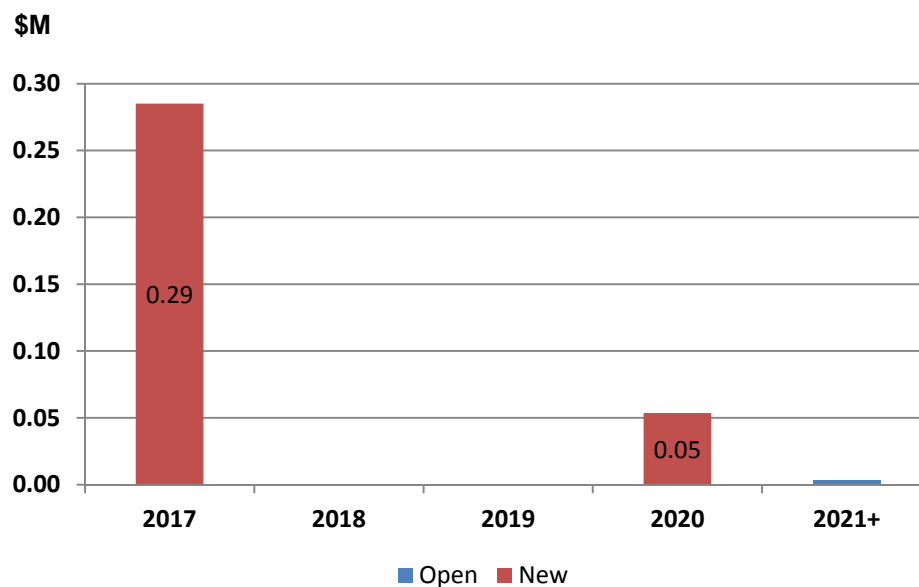
*One position moved from BCLPS to Financial Services (Collections Clerk)

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

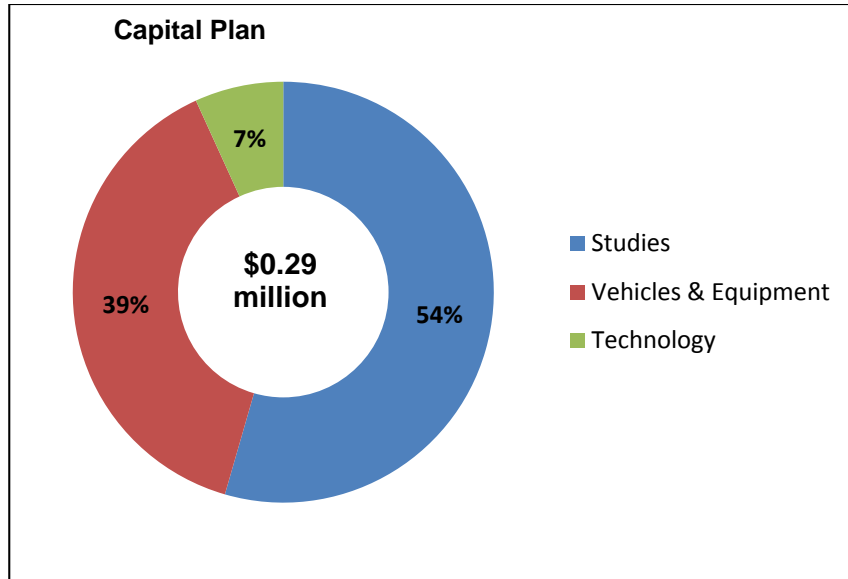
Index Number	New Requests (\$M)	(FTE's)	2017	2018
040-01-2017	Special Enforcement Officers	2.0	0.00	0.00
	Total	2.0	0.00	0.00

9.6.8.6 Capital Summary

Estimated Annual Capital Expenditures



Draft 2017 Budget 2018 Plan



\$M	Total	Cashflow
Open	0.00	0.00
Plan	0.29	0.29
Total	0.29	0.29

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

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

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

2017-2018 Capital Plan by Funding Source:

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

Draft 2017 Budget 2018 Plan

2017 – 2018 Capital Project List:

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

9.7 Planning & Growth Management Portfolio

9.7.1 Portfolio Overview

The Planning and Growth Management Portfolio, working with other departments and levels of government, provides timely support and advice to Council, citizens and stakeholders to achieve more sustainable high quality development, to manage growth, while protecting the public interest. This is accomplished through the input of the Portfolio's multiple service areas such as Development Planning, Development Engineering and Infrastructure Planning, Economic Development and Culture Services, Policy Planning and Environmental Sustainability, Building Standards and Parks Development. The departments in this Portfolio play a major role in achieving the Term of Council Service Excellence priorities. In addition, the departments are providing service to citizens and businesses in accordance with Council directed and provincially regulated timelines.

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

The **Development Engineering and Infrastructure Planning Department** manages and facilitates growth in the city through the long-range planning of the city's municipal infrastructure needs, timely engineering review and approval of development applications, and construction inspection of all new municipal services for residential, industrial and commercial development in the city. A key role for this department is to work with the York Region, Province and stakeholders to deliver infrastructure to service our growing City.

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

The **Policy Planning and Environmental Sustainability Department** is responsible for planning for the city's future by engaging in land use planning studies and projects through all applicable processes to create sustainable and complete communities that will attract and maintain the work force and businesses that reflect the evolving economy. It also develops actionable policy based on best professional practice and all pertinent legislative requirements.

Draft 2017 Budget 2018 Plan

The department also provides Council with Planning Act based policy tools to guide the growth and physical development of the city and facilitate citizen input into the planning process. The Department is also responsible for the implementation of Green Directions Vaughan, and the Community Sustainability and Environmental Master Plan. The Building Standards Department ensures the safe and lawful use of lands and buildings through administration of the Building Code Act (BCA), enforcement of the Ontario Building Code (OBC), the consolidated Zoning By-law (ZBL), as well as applicable law related to development, site alteration and construction. Building Permits and Inspection Services are based on a “Fee for Service” financial model, in-line with legislation (Bill 124). The model accounts for revenues, direct and indirect costs as well as a stabilization reserve fund.

The **Parks Development Department** has a mandate to acquire, design and construct innovative, functional and safe park and open space systems which enrich the quality of life for residents and visitors, and are accessible for all users. The team also works with other departments in the review of development applications and in the development of plans and studies to ensure delivery of required parkland throughout the City.

Organizational Structure



Draft 2017 Budget 2018 Plan

DRAFT 2017 Budget and 2018 Plan

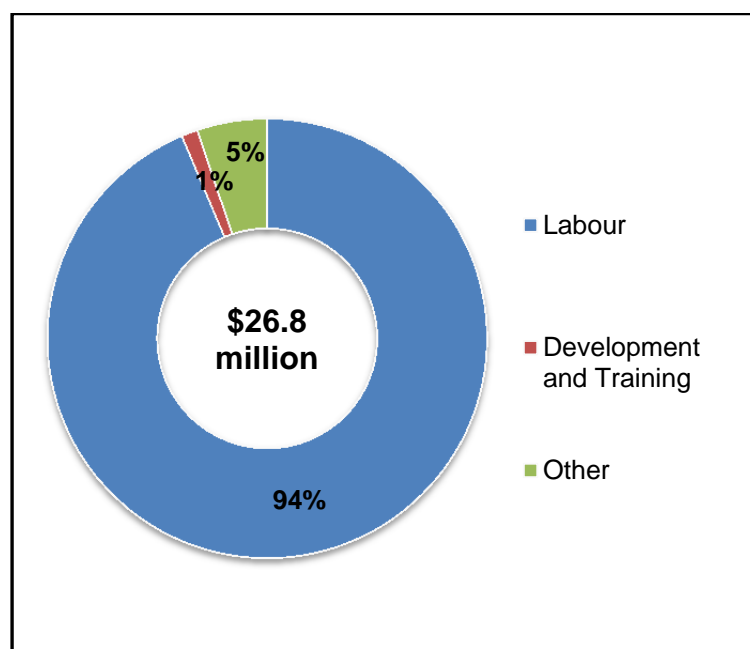
(\$M)	2016	2017	2018
Revenue			
User Fees	14.9	16.3	16.9
Reserves	9.3	11.1	11.4
Capital	1.0	1.5	1.2
Other	0.1	0.2	0.2
Total	25.3	29.1	29.7
Expenditures			
Labour	22.5	25.1	25.7
Development and Training	0.3	0.3	0.3
Other	1.0	1.3	1.0
Total	23.8	26.8	27.1
Net Operating Budget*	-1.4	-2.3	-2.6

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

Operating Summary

DRAFT 2017 Gross Operating Expenditures



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

Draft 2017 Budget 2018 Plan

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

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

*initial funds from permit fees and subject to budget process

**note funds from grants

Draft 2017 Budget 2018 Plan

9.7.2 Deputy City Manager, Planning & Growth Management Portfolio

9.7.2.1 Department Overview

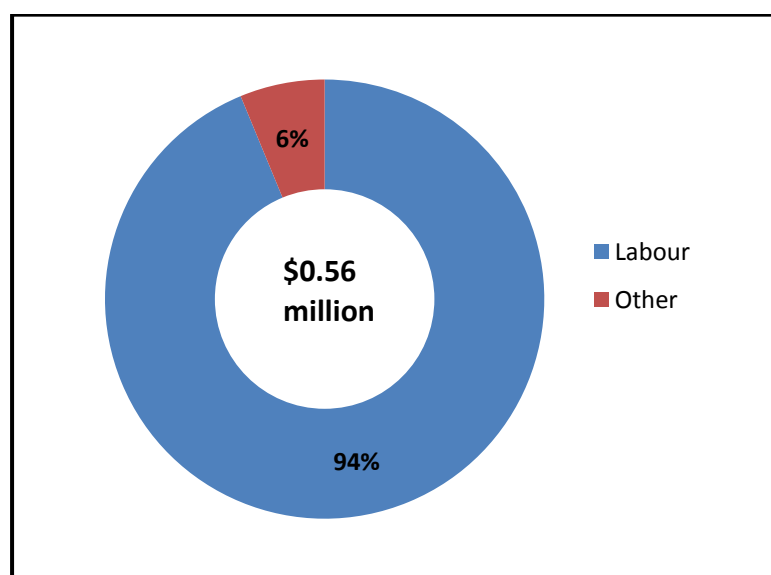
The Deputy City Manager of Planning & Growth Management oversees the Development Planning, Development Engineering & Infrastructure Planning, Economic Development & Culture Services, Policy Planning & Environmental Sustainability, Building Standards and Parks Development Departments.

9.7.2.2 DRAFT 2017 Budget and 2018 Plan

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

9.7.2.3 Operating Summary

DRAFT 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	0.56	100.0%
Total	0.56	100.0%

Draft 2017 Budget 2018 Plan

9.7.3 Development Planning

9.7.3.1 Department Service Statement

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

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

9.7.3.2 DRAFT 2017 Budget and 2018 Plan

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

Capital Plan	0.00	0.53	0.35
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9.7.3.3 2016 Key Accomplishments

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

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

9.7.3.4 Commitments

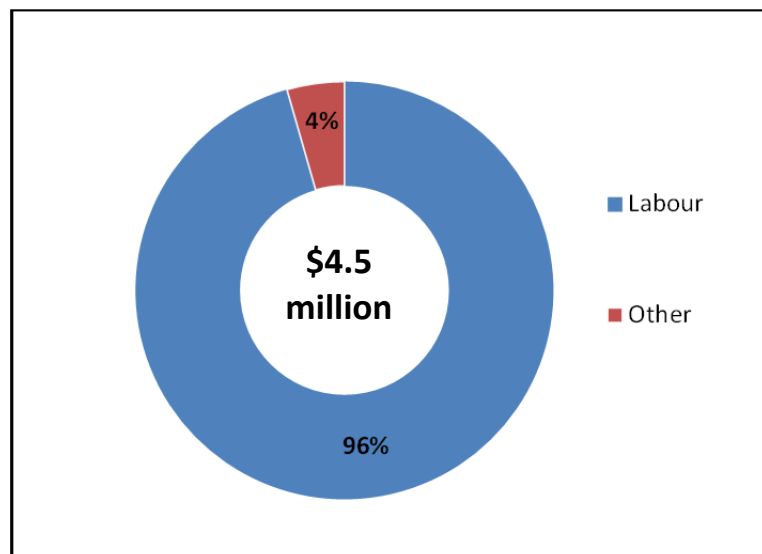
- Continue the implementation of the VMC 3D Digital Model to facilitate urban design review of development applications.
- Support advancement of Edgeley Pond and Park Development by ensuring the timely preparation of tender ready construction documents by Q1 2018.
- Facilitate VMC Highway 7 Streetscape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

Draft 2017 Budget 2018 Plan

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

9.7.3.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



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

Draft 2017 Budget 2018 Plan

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

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

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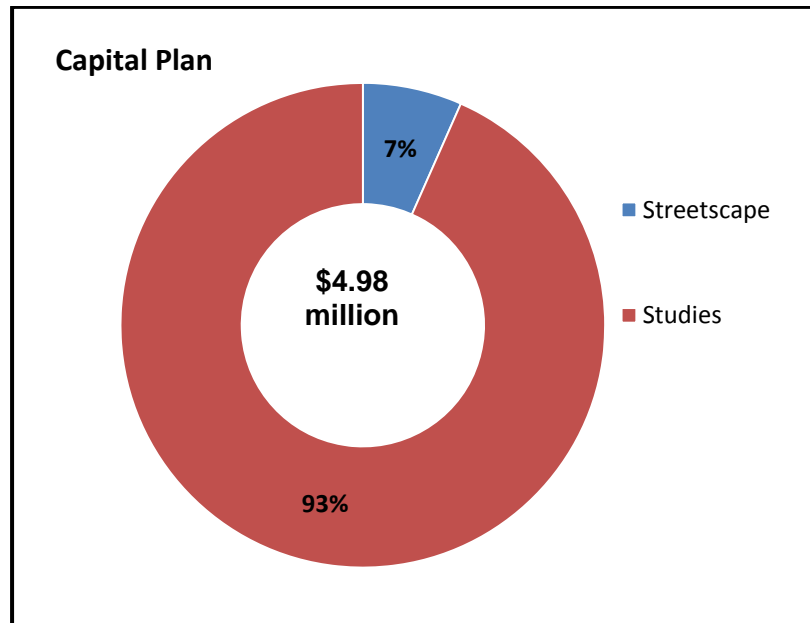
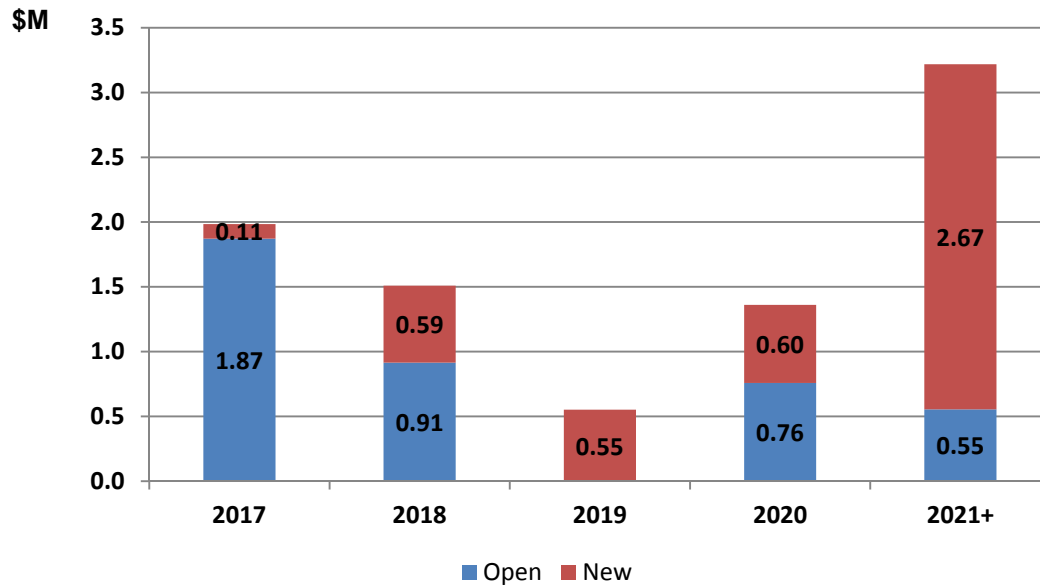
New Requests: A heritage architect is required to oversee the heritage permit process, including Cultural Heritage review of development applications as a result of increasing growth and development. In addition, a part-time clerk typist will address growth pressures by providing administrative support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

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

Draft 2017 Budget 2018 Plan

9.7.3.6 Capital Summary

Estimated Annual Capital Expenditures



\$M	Total	Cashflow
Open	4.10	2.79
Plan	0.88	0.71
Total	4.98	3.50

Draft 2017 Budget 2018 Plan

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

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

2017-2018 Capital Plan by Funding Source:

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

2017 – 2018 Capital Project List:

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

Draft 2017 Budget 2018 Plan

9.7.4 Development Engineering and Infrastructure Planning

9.7.4.1 Department Service Statement

The Development Engineering and Infrastructure Planning Department manages and facilitates growth in the city through the long-range planning of the city's municipal infrastructure needs, timely engineering review and approval of development applications and construction inspection of all new municipal services for residential, industrial and commercial development in the city. The department plays a key role in achieving multiple Term of Council priorities including improving the municipal road network, continuing to develop transit, cycling and pedestrian options to get around the City, facilitating the development of the VMC, and supporting the development of the hospital.

9.7.4.2 DRAFT 2017 Budget and 2018 Plan

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

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

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

9.7.4.3 2016 Key Accomplishments

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

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

9.7.4.4 Commitments

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

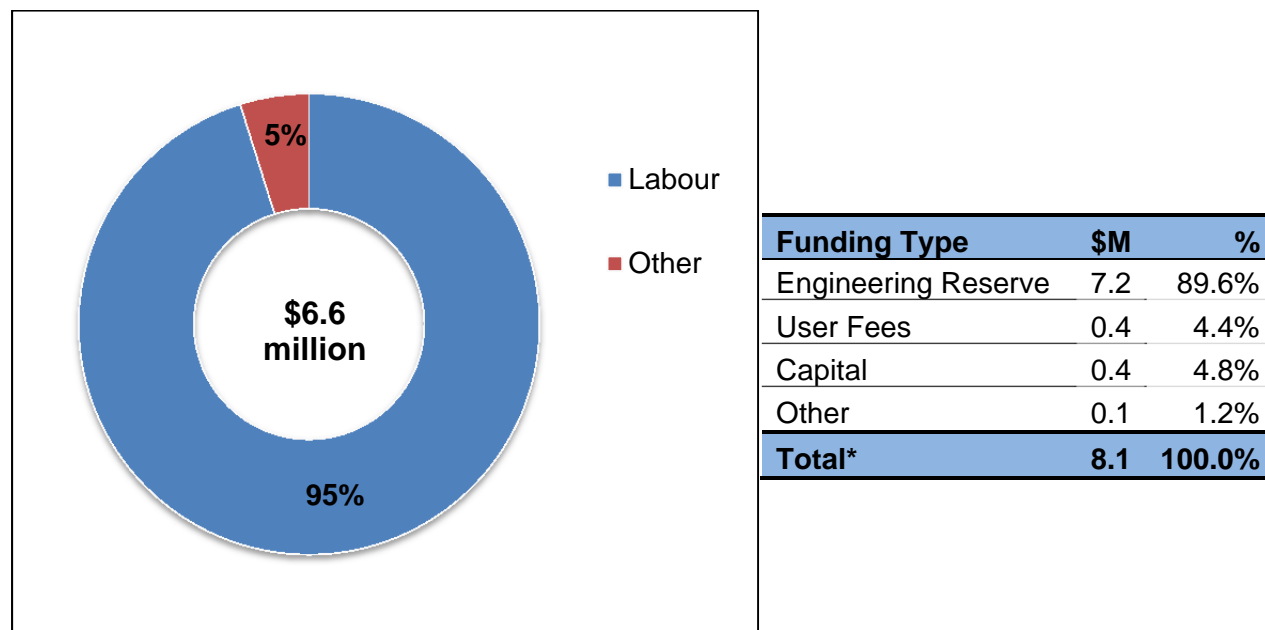
- Continue to improve municipal road network over the term of Council by:
 - Facilitating the John Lawrie/Highway 427 Crossing, GTA West Transportation Corridor Route Working Group Planning Study and Highway 427 Extension;
 - Advancing the Bass Pro Mills Drive Extension and Connections to support development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

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

Draft 2017 Budget 2018 Plan

9.7.4.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



*Excludes Water/Wastewater/Stormwater Operating Budgets

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

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

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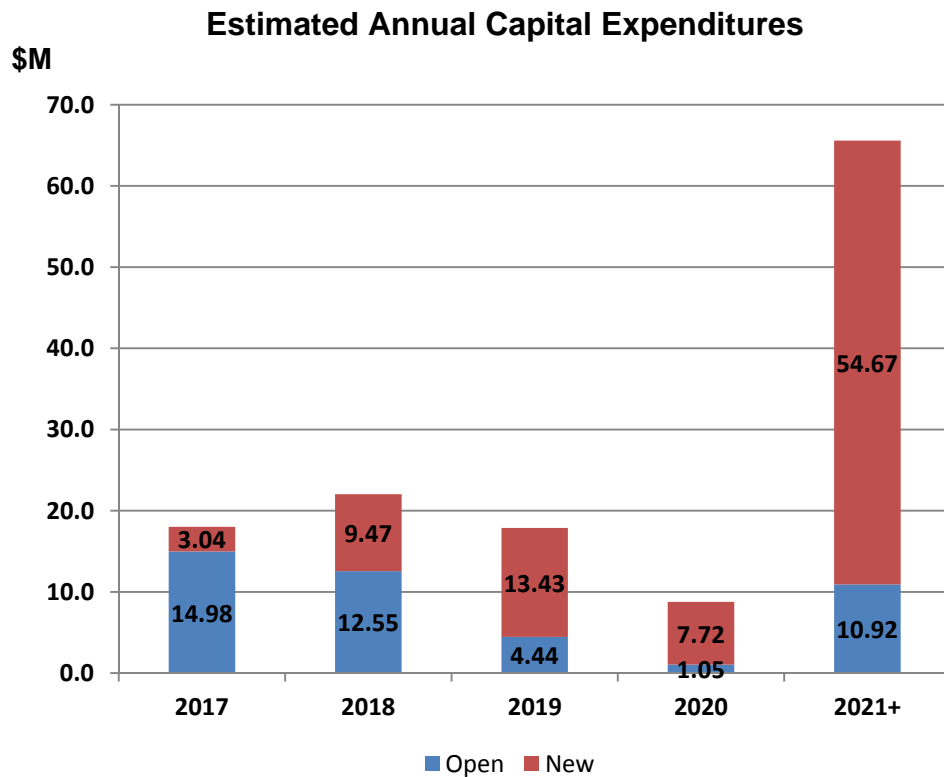
*Note that Net Operating Budget is in a net revenue position due to reserve transfer associated with growth related development engineering services expenditures in other departments.

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

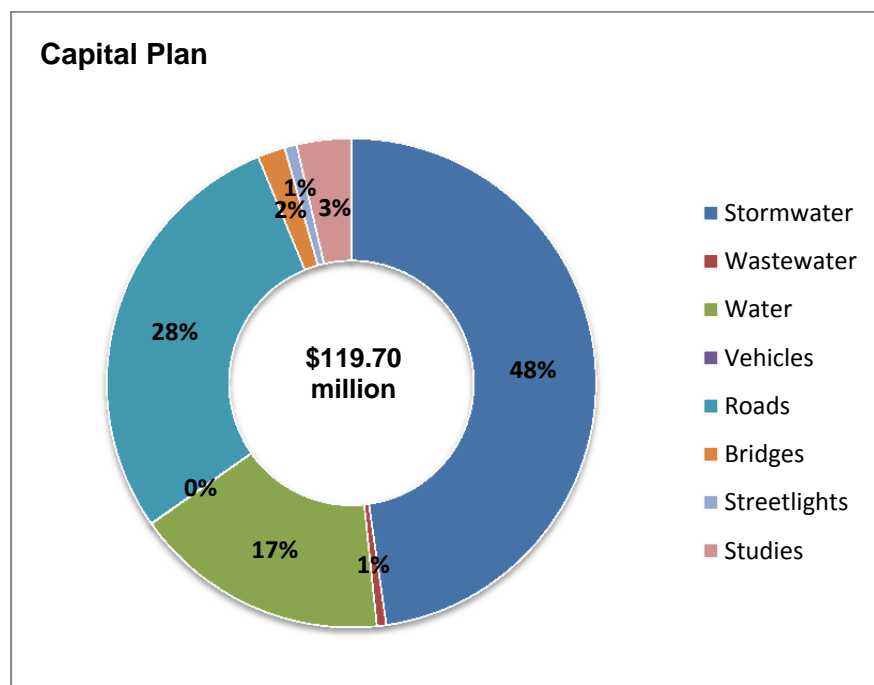
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Index Number	New Requests (\$M)	(FTE's)	2017	2018
130-01-2017	Project Manager - Transportation Development	1.0	0.00	0.00
130-02-2017	Project Manager - Rapid Transit (2 Year Contract)	1.0	0.00	0.00
130-03-2017	Project Manager - Regional Express Rail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

9.7.4.6 Capital Summary



Draft 2017 Budget 2018 Plan



\$M	Total	Cashflow
Open	43.94	27.53
Plan	75.76	12.51
Total	119.70	40.04

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

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

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

2017-2018 Capital Plan by Funding Source:

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

Draft 2017 Budget 2018 Plan

2017 – 2018 Capital Project List:

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

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9.7.5 Policy Planning and Environmental Sustainability

9.7.5.1 Department Service Statement

The Policy Planning and Environmental Sustainability department plans for the city's future by engaging in land use planning studies and projects through all applicable processes to create sustainable and complete communities that will attract and retain the work force and businesses that reflect the evolving economy. It also develops actionable policy based on best professional practice and all pertinent legislative requirements. The department also provides Council with Planning Act based policy tools to guide the growth and physical development of the city and facilitates citizen input into the planning process. The department, as part of its Environmental Sustainability function provides for the preparation, renewal and implementation of Green Directions Vaughan, the Community Sustainability and Environmental Master Plan, which provides overarching guidance to the Official Plan and City Master Plans. The department plays a major role in achieving the Term of Council Priorities including updating the Official Plan and supporting studies, creating and managing affordable housing options (Secondary Suites) and continuing to cultivate an environmentally sustainable city.

9.7.5.2 DRAFT 2017 Budget and 2018 Plan

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

Capital Plan	2.49	0.37	0.13
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9.7.5.3 2016 Key Accomplishments

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

Draft 2017 Budget 2018 Plan

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

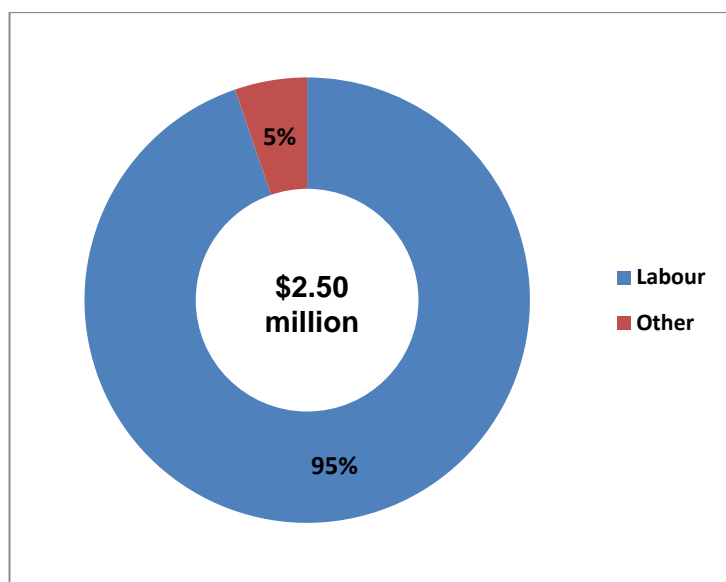
9.7.5.4 Commitments

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

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9.7.5.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



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

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

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

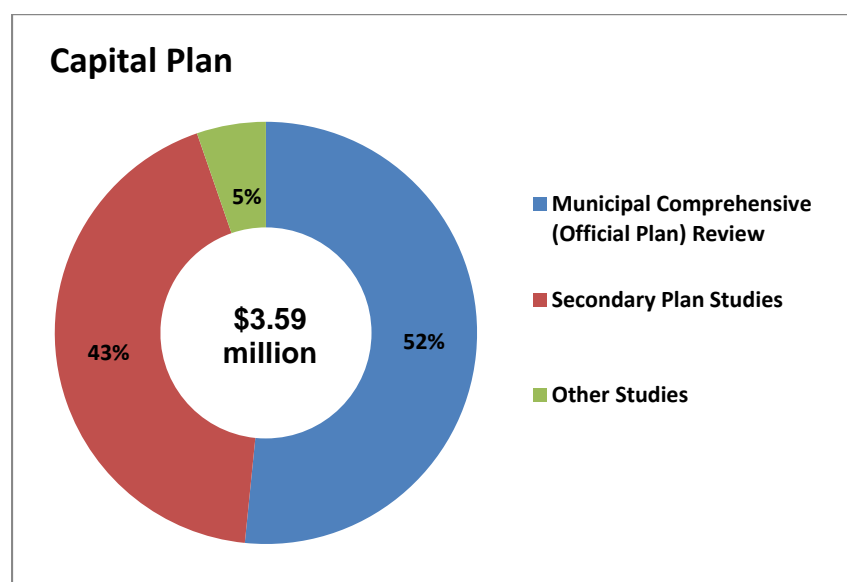
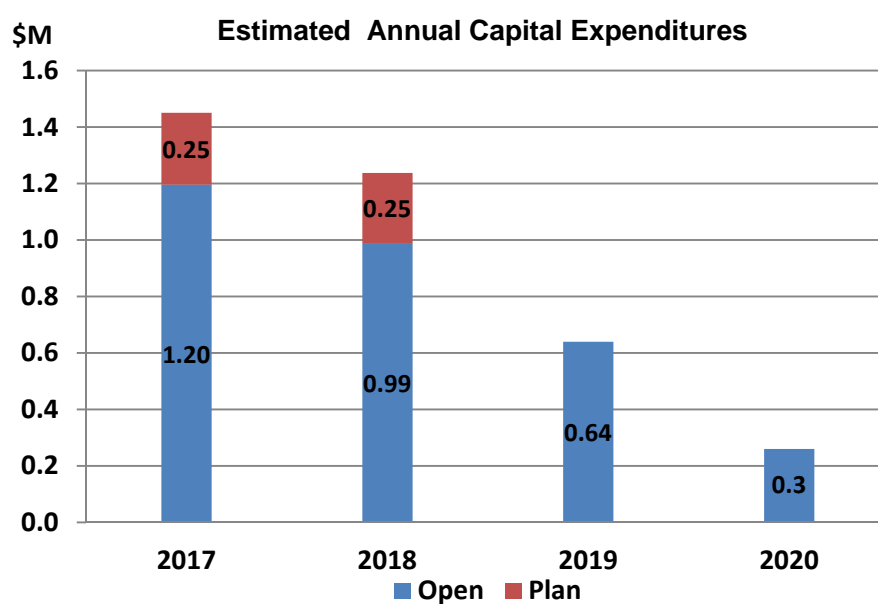
Full Time Equivalents (FTE's)	15.7	16.7	16.7
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New Requests: A request for a one year extension of the Project Manager- New Communities Area Block 27 has been submitted as the study is still ongoing with an expanded mandate. A second request is for a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

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

9.7.5.6 Capital Summary



\$M	Total	Cashflow
Open	3.09	2.19
Plan	0.50	0.50
Total	3.59	2.69

Draft 2017 Budget 2018 Plan

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

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

2017-2018 Capital Plan by Funding Source:

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

2017 – 2018 Capital Project List:

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

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9.7.6 Building Standards

9.7.6.1 Building Standards Service Statement

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

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

Building Permits and Inspection Services are based on a 'Fee for Service' financial model, in line with Legislation (Bill 124); thereby ensuring the full cost of service provision is completely paid for by application fees and not taxation. The department plays a key role in achieving the Term of Council priorities including facilitating the development of the VMC, supporting the development of the hospital, creating and managing affordable housing options (secondary suites) and updating the Official Plan and supporting studies.

9.7.6.2 DRAFT 2017 Budget and 2018 Plan

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

Capital Plan	1.44	0.23	1.40
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9.7.6.3 2016 Key Accomplishments

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

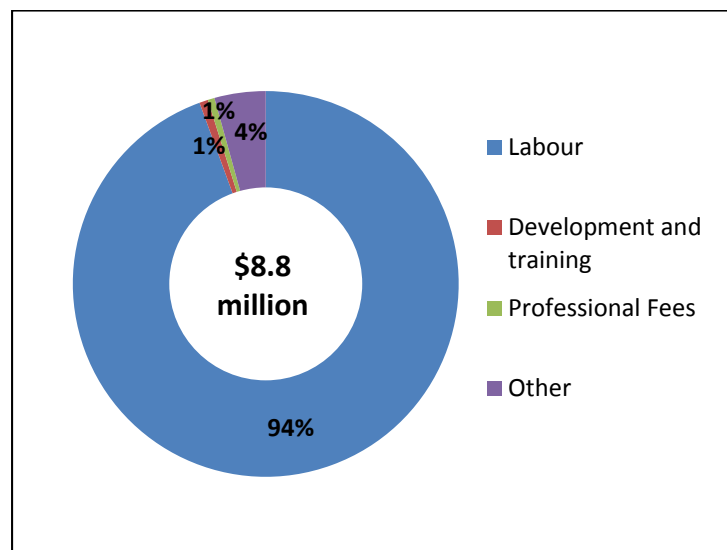
9.7.6.4 Commitments

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

Draft 2017 Budget 2018 Plan

9.7.6.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



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

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

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

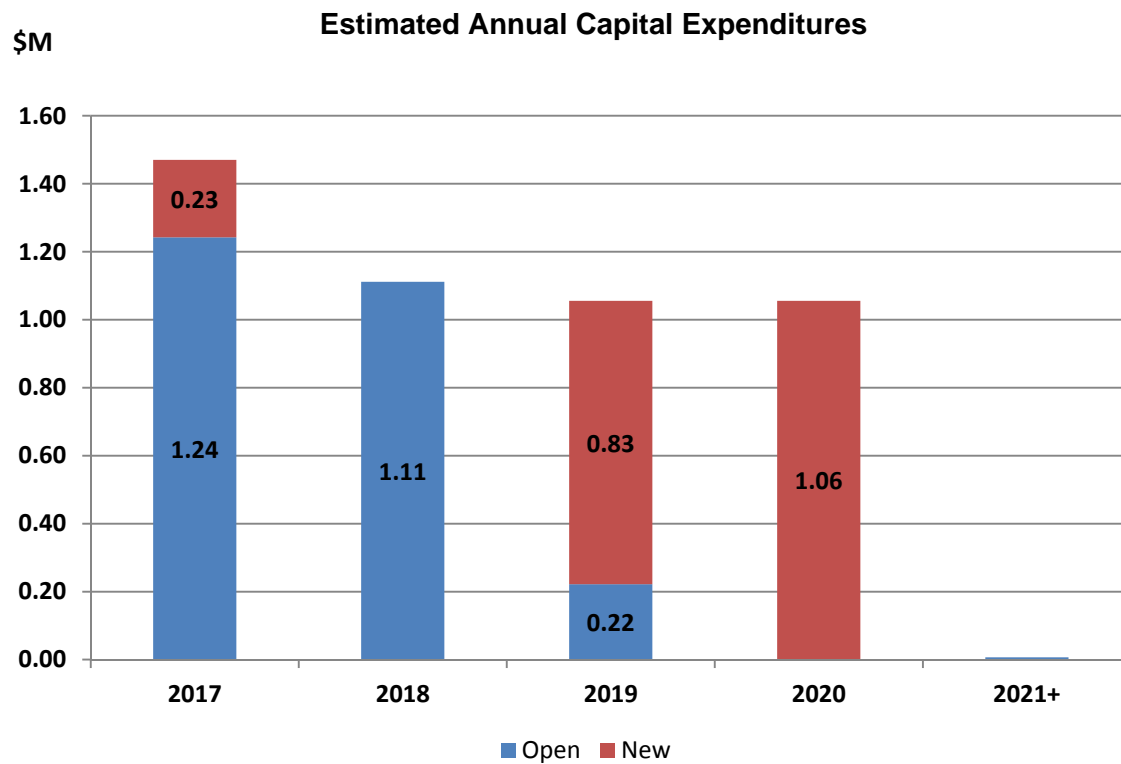
Full Time Equivalents (FTE's)	70.0	73.0	73.0
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Draft 2017 Budget 2018 Plan

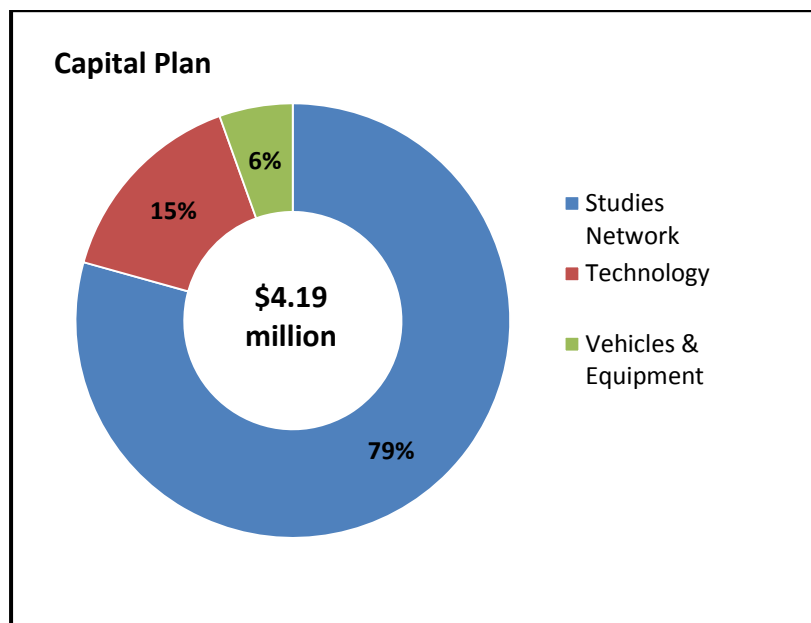
New Requests: Two additional resource requests have been submitted for 2017. Both requests are required to comply with legislated requirements on building permit review and issuance turnaround time frame. They will be fully funded by permit fees.

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

9.7.6.6 Capital Summary



Draft 2017 Budget 2018 Plan



\$M	Total	Cashflow
Open	2.58	2.35
Plan	1.62	0.23
Total	4.19	2.58

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

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

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

2017-2018 Capital Plan by Funding Source:

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

Draft 2017 Budget 2018 Plan

2017 – 2018 Capital Project List:

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

Draft 2017 Budget 2018 Plan

9.7.7 Parks Development

9.7.7.1 Department Service Statement

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

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

9.7.7.2 DRAFT 2017 Budget and 2018 Plan

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

Capital Plan	4.78	10.44	11.96
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9.7.7.3 2016 Key Accomplishments

Parks & Open Space Planning

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

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

Parks Development & Construction

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

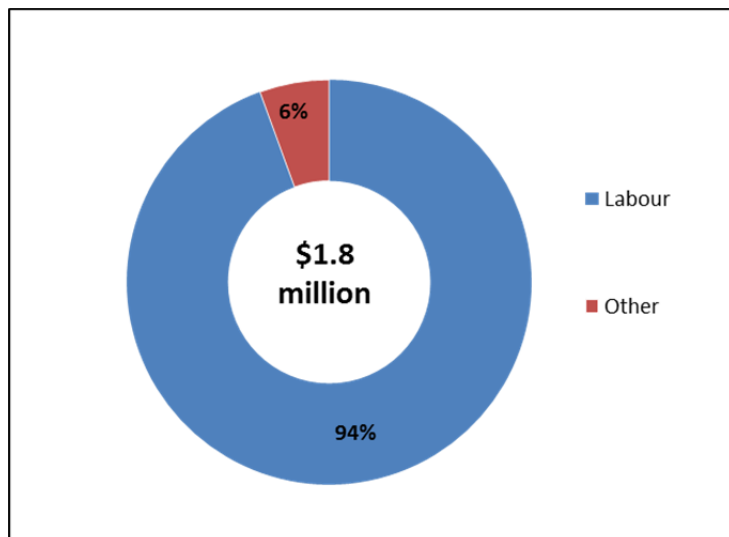
9.7.7.4 Commitments

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

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9.7.7.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



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

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

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

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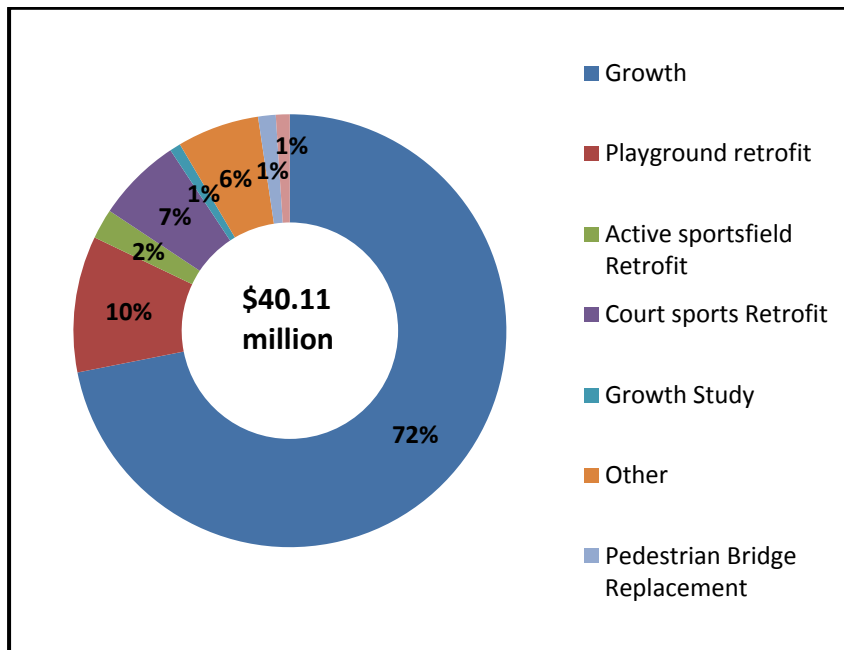
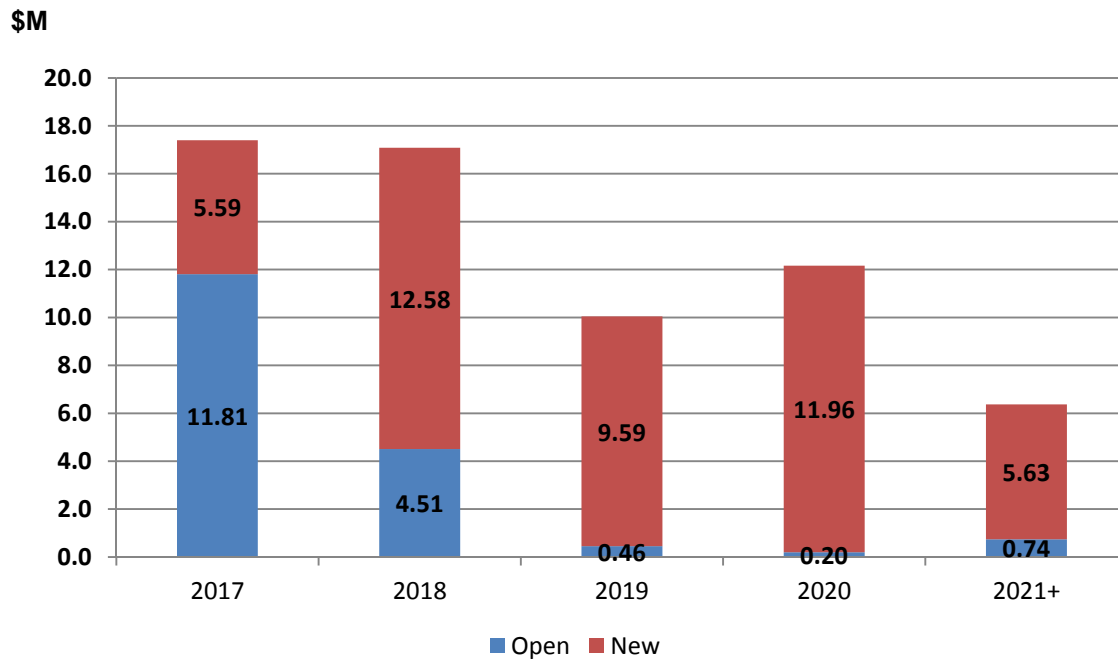
* Two (2) OMB senior planner positions have been included in the department's FTE count for 2017, however, the financial impact of these two positions continues to reside in corporate.

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

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9.7.7.6 Capital Summary

Estimated Annual Capital Expenditures



\$M	Total	Cashflow
Open	17.71	16.32
Plan	22.40	18.17
Total	40.11	34.49

Draft 2017 Budget 2018 Plan

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

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

2017-2018 Capital Plan by Funding Source:

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

2017 – 2018 Capital Project List:

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

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

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9.7.8 Economic Development and Culture Services

9.7.8.1 Department Service Statement

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

9.7.8.2 DRAFT 2017 Budget and 2018 Plan

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

Capital Plan	0.00	0.14	0.00
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9.7.8.3 2016 Key Accomplishments

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

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

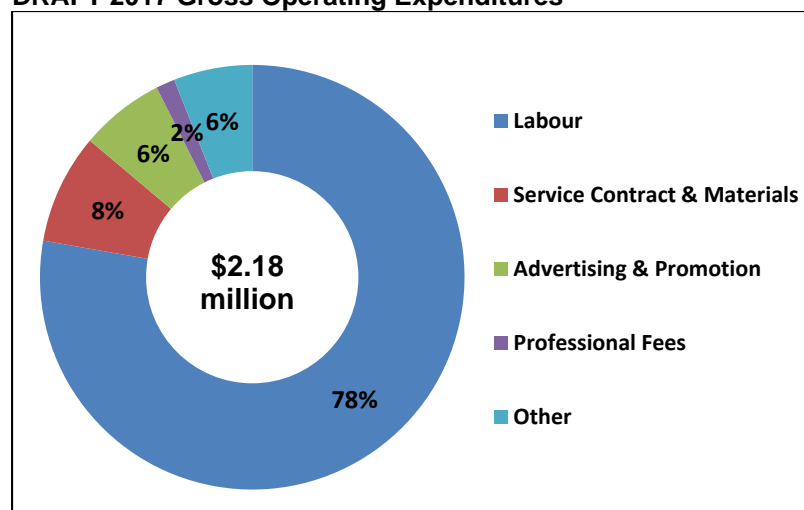
9.7.8.4 Commitments

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

Draft 2017 Budget 2018 Plan

9.7.8.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



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

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

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

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

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

Draft 2017 Budget 2018 Plan

9.7.8.6 Capital Summary

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

\$M	Total	Cashflow
Open	0.00	0.00
Plan	0.14	0.14
Total	0.14	0.14

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

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

2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Capital From Taxation	0.14	0.00	0.14
Grand Total	0.14	0.00	0.14

2017 – 2018 Capital Project List:

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

9.8 Public Works Portfolio

9.8.1 Portfolio Overview

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

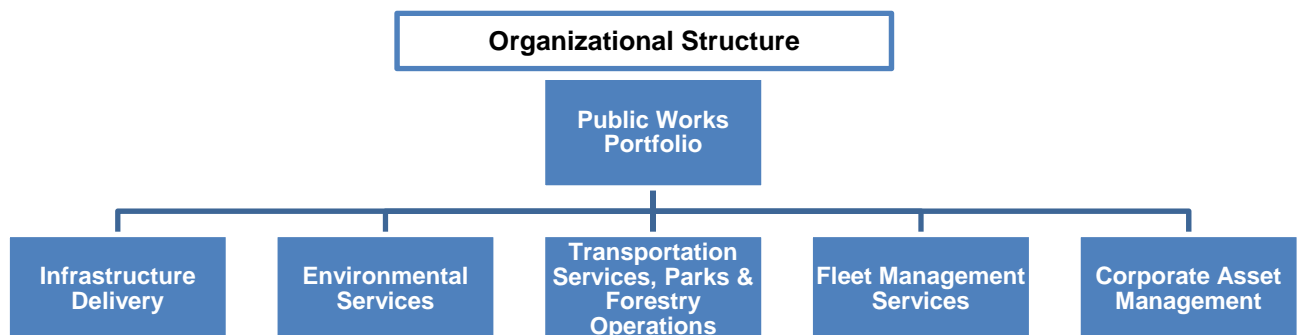
Infrastructure Delivery provides Capital project planning, design and construction for all of Vaughan's non-park and non-development built civic capital infrastructure, such as community centres, libraries and fire stations, roads/bridges, sidewalks; watermains and pumping stations; sanitary and storm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

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

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

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

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



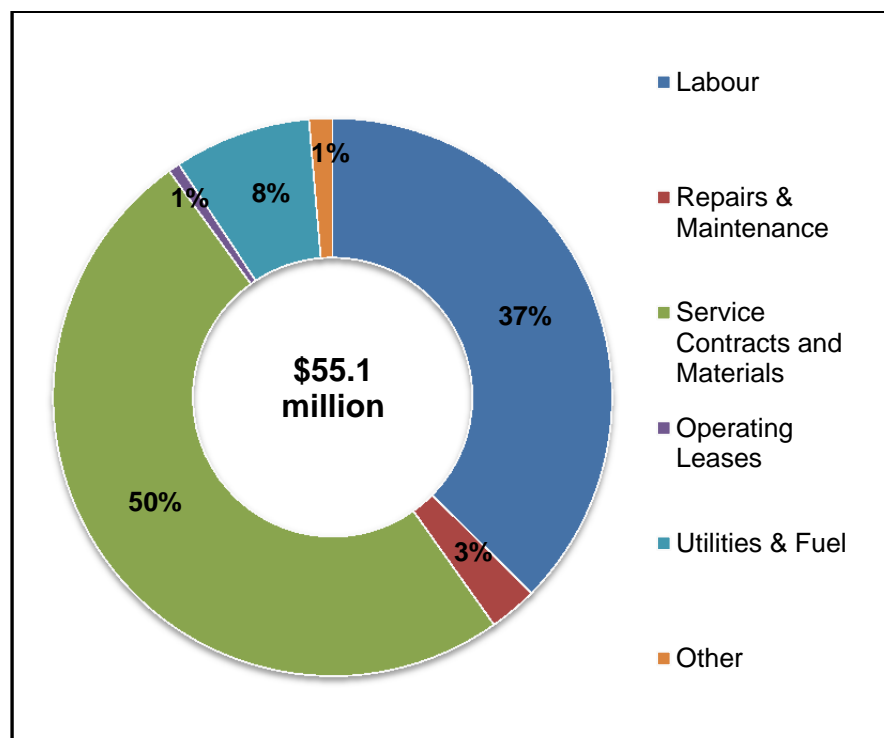
Draft 2017 Budget 2018 Plan

DRAFT 2017 Budget and 2018 Plan

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

Operating Summary

DRAFT 2017 Gross Operating Expenditures



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

Draft 2017 Budget 2018 Plan

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

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

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9.8.2 Deputy City Manager - Public Works Portfolio

9.8.2.1 Department Overview

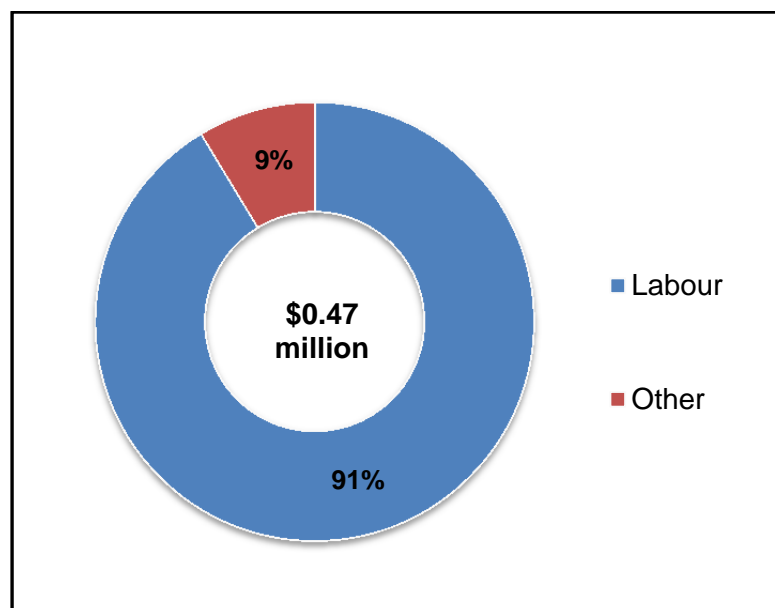
The Deputy City Manager – Public Works oversees the Infrastructure Delivery, Environmental Services, Transportation Services, Parks & Forestry Operations, Fleet Management Services and Corporate Asset Management departments.

9.8.2.2 DRAFT 2017 Budget and 2018 Plan

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

9.8.2.3 Operating Summary

DRAFT 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	0.47	100.0%
Total	0.47	100.0%

Draft 2017 Budget 2018 Plan

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

Full Time Equivalents (FTE's)	2.4	2.4	2.4
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Draft 2017 Budget 2018 Plan

9.8.3 Infrastructure Delivery

9.8.3.1 Department Service Statement

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

9.8.3.2 DRAFT 2017 Budget and 2018 Plan

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

Capital Plan	19.62	39.66	44.55
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*Excludes Water/Wastewater/Stormwater Operating Budgets

9.8.3.3 2016 Key Accomplishments

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

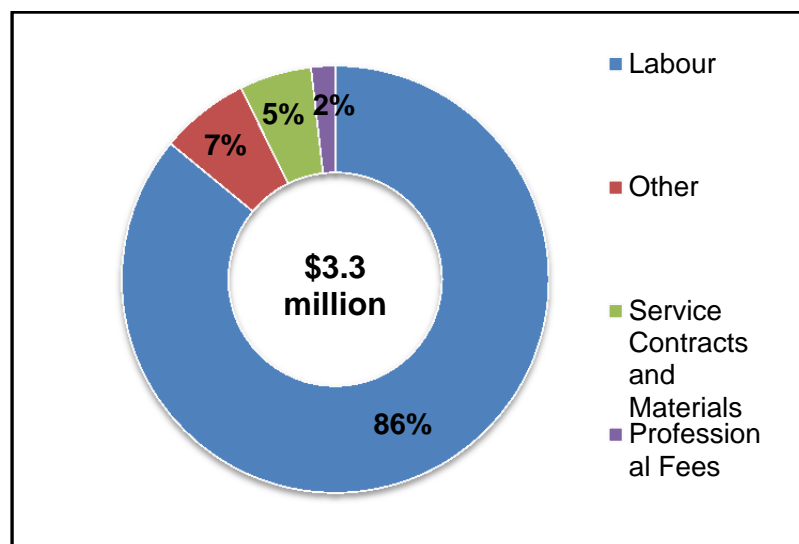
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9.8.3.4 Commitments

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

9.8.3.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



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

*Excludes Water/Wastewater/Stormwater Operating Budgets

Draft 2017 Budget 2018 Plan

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

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

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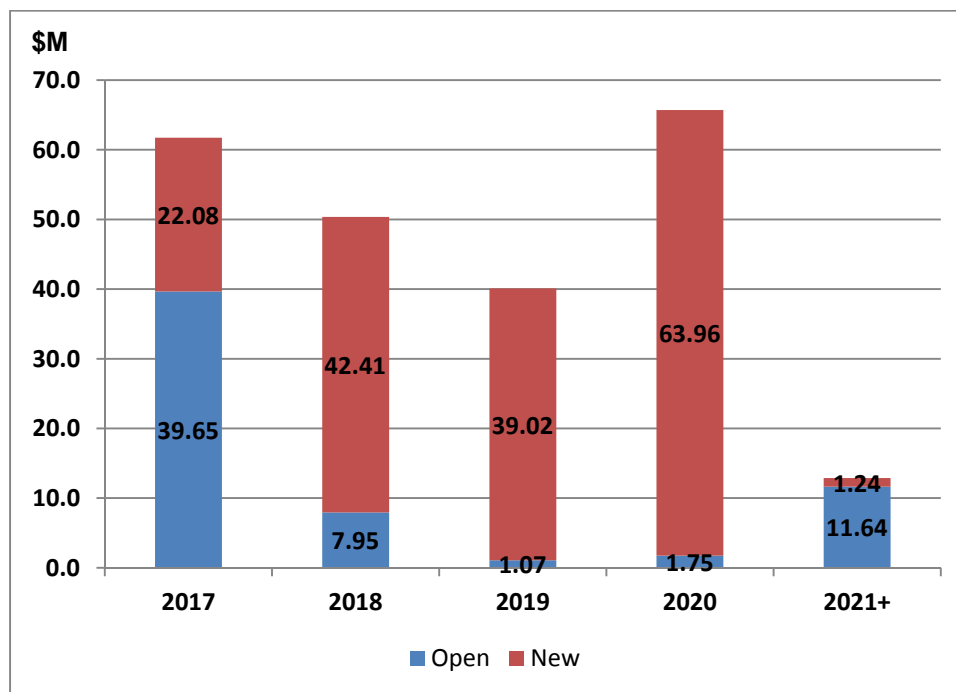
New Requests: There are two additional resource requests for 2017. The Project Manager - VMC Edgeley Pond will facilitate project management for the detailed design and construction of the pond and will be funded from development charges. The Project Manager will facilitate the master plan study for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

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

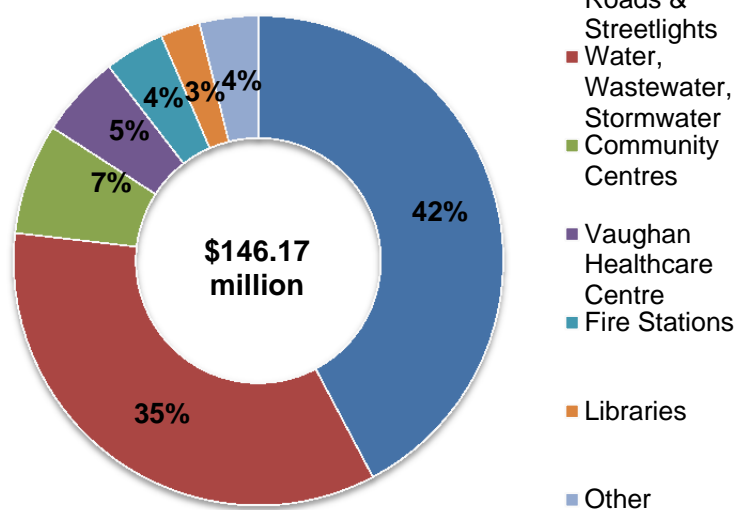
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9.8.3.6 Capital Summary

Estimated Annual Capital Expenditures



Capital Plan



\$M	Total	Cashflow
Open	61.95	47.60
Plan	84.21	64.33
Total	146.17	111.93

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

Draft 2017 Budget 2018 Plan

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

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

2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Citywide Development Charges	2.81	15.83	18.63
Infrastructure	10.12	15.77	25.89
Debenture Finance	22.16	9.17	31.33
Gas Tax	4.40	3.22	7.62
Capital from Taxation	0.00	0.72	0.72
Other	0.17	0.00	0.17
Grand Total	39.66	44.70	84.36

2017 – 2018 Capital Project List:

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

Draft 2017 Budget 2018 Plan

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

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

Draft 2017 Budget 2018 Plan

9.8.4 Environmental Services

9.8.4.1 Department Service Statement

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

9.8.4.2 DRAFT 2017 Budget and 2018 Plan

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

Capital Plan	0.88	11.42	32.79
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*Excludes Water/Wastewater/Stormwater Operating Budgets

9.8.4.3 2016 Key Accomplishments

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

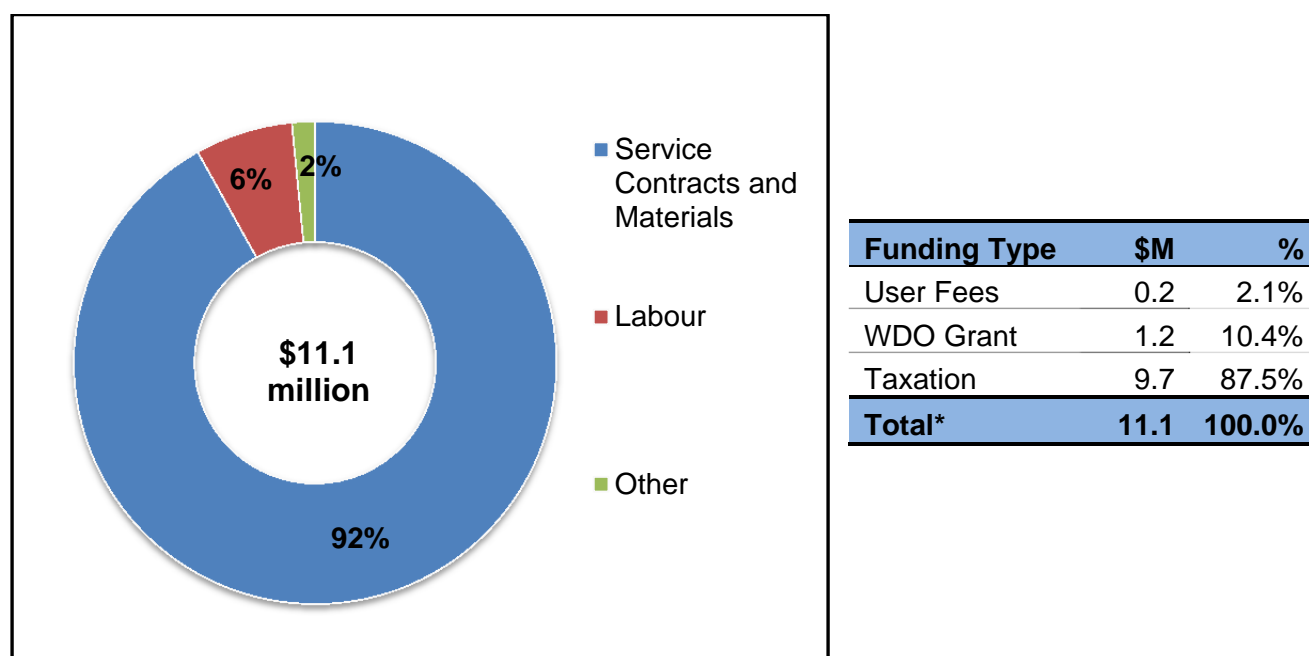
Draft 2017 Budget 2018 Plan

9.8.4.4 Commitments

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

9.8.4.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures – Solid Waste



**Excludes Water/Wastewater/Stormwater Operating Budgets*

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

Draft 2017 Budget 2018 Plan

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

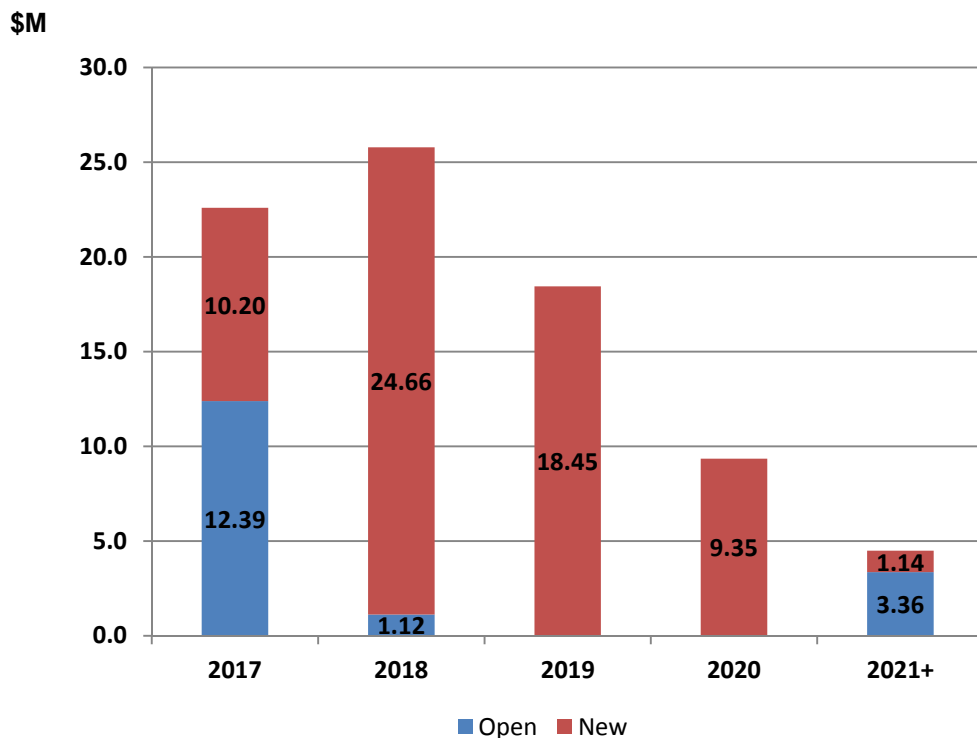
Full Time Equivalents (FTE's)	8.8	7.4	6.4
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New Requests: One additional resource request has been submitted for 2017 for a Contract Waste Management Coordinator to facilitate the implementation of solid waste services to eligible multi-residential units.

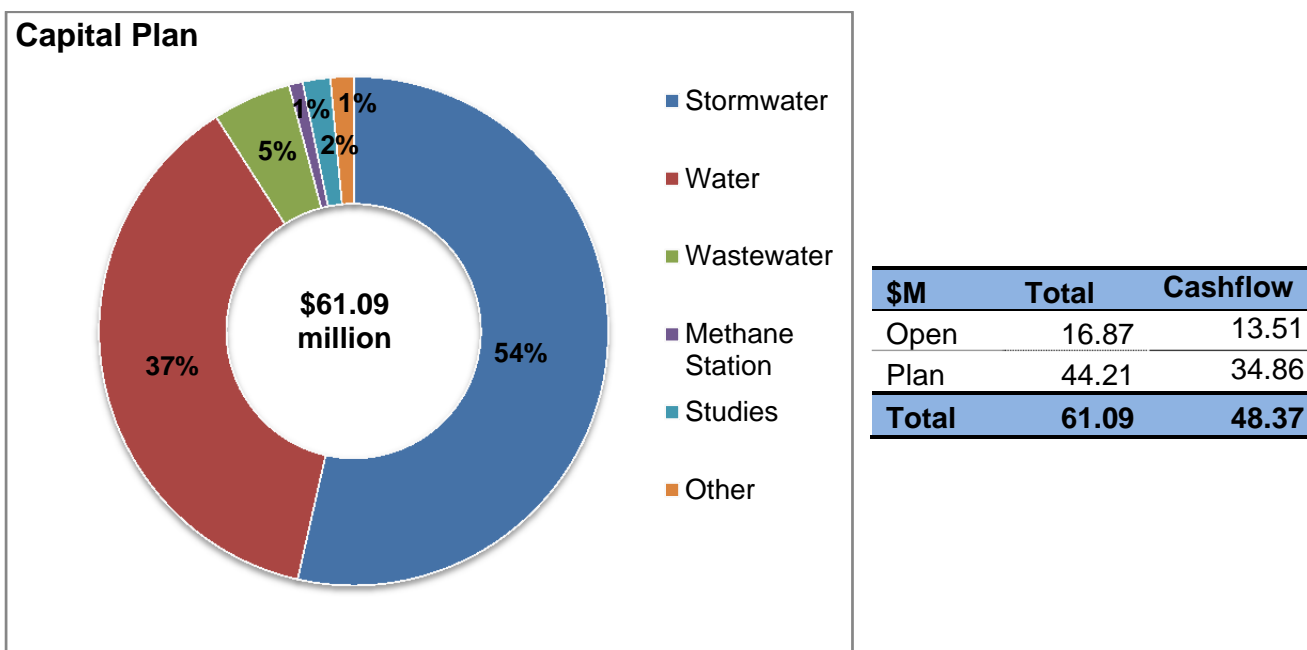
Index Number	New Requests (\$M)	(FTE's)	2017	2018
155-01-2017	Waste Management Coordinator (1 year contract)	1.0	0.1	0.0
	Total	1.0	0.1	0.0

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

Estimated Annual Capital Expenditures



Draft 2017 Budget 2018 Plan



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

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

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

2017-2018 Capital Plan by Funding Source:

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

Draft 2017 Budget 2018 Plan

2017 – 2018 Capital Project List:

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

Draft 2017 Budget 2018 Plan

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

Draft 2017 Budget 2018 Plan

9.8.5 Transportation Services Parks and Forestry Operations

9.8.5.1 Transportation Services Parks and Forestry Operations Service Statement

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

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

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

9.8.5.2 DRAFT 2017 Budget and 2018 Plan

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

Capital Plan	7.10	50.64	23.41
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9.8.5.3 2016 Key Accomplishments

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

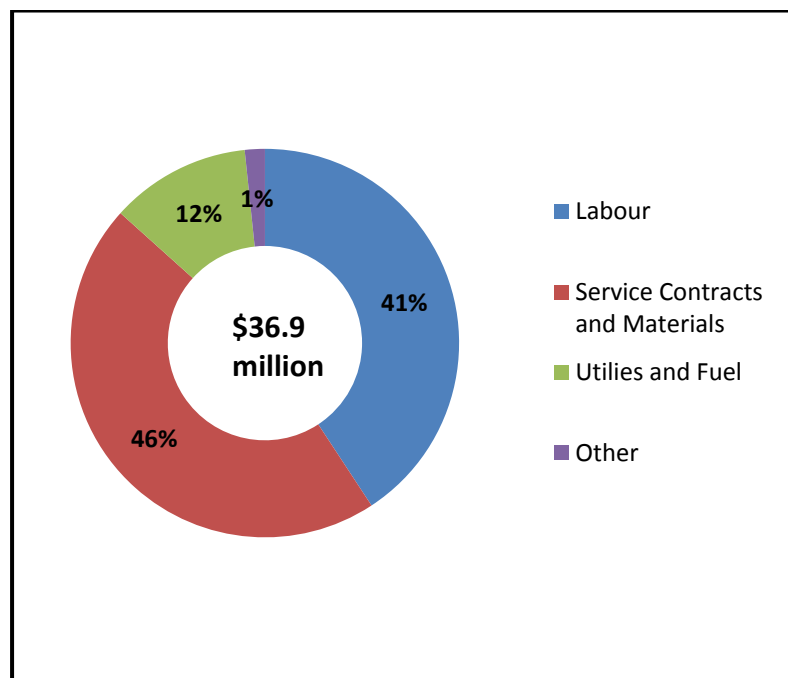
9.8.5.4 Commitments

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

Draft 2017 Budget 2018 Plan

9.8.5.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



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

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

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

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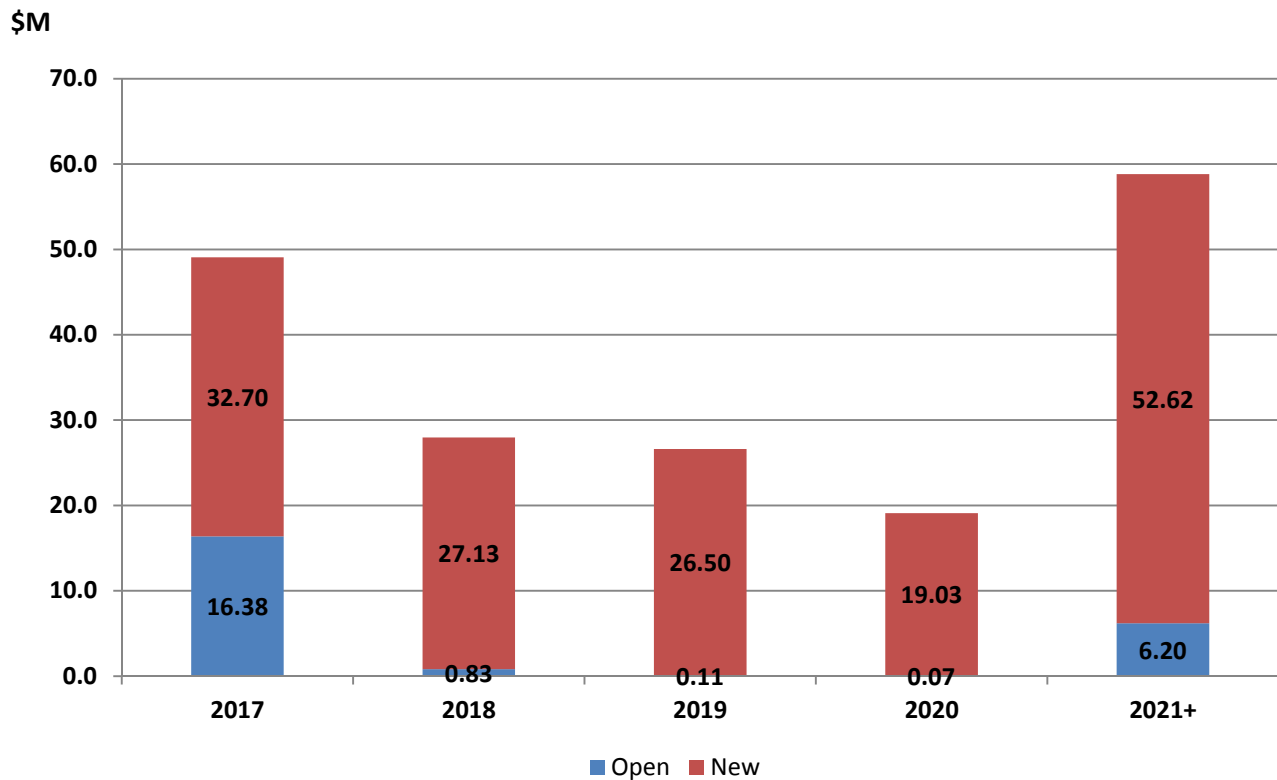
Draft 2017 Budget 2018 Plan

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

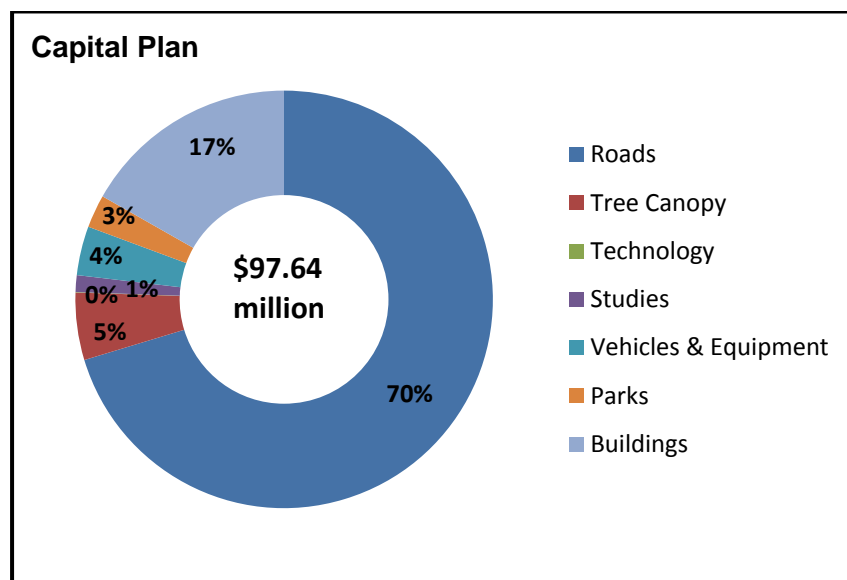
Index Number	New Requests (\$M)	(FTE's)	2017	2018
205-01-2017	Afternoon Supervisor	1.0	0.1	0.0
	Total	1.0	0.1	0.0

9.8.5.6 Capital Summary

Estimated Annual Capital Expenditures



Draft 2017 Budget 2018 Plan



\$M	Total	Cashflow
Open	23.59	17.21
Plan	74.05	59.83
Total	97.64	77.04

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

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

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

Draft 2017 Budget 2018 Plan

2017-2018 Capital Plan by Funding Source:

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

2017 – 2018 Capital Project List:

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

Draft 2017 Budget 2018 Plan

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

Draft 2017 Budget 2018 Plan

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

Draft 2017 Budget 2018 Plan

9.8.6 Fleet Management Services

9.8.6.1 Department Service Statement

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

9.8.6.2 DRAFT 2017 Budget and 2018 Plan

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

Capital Plan	1.80	0.99	2.21
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9.8.6.3 2016 Key Accomplishments

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

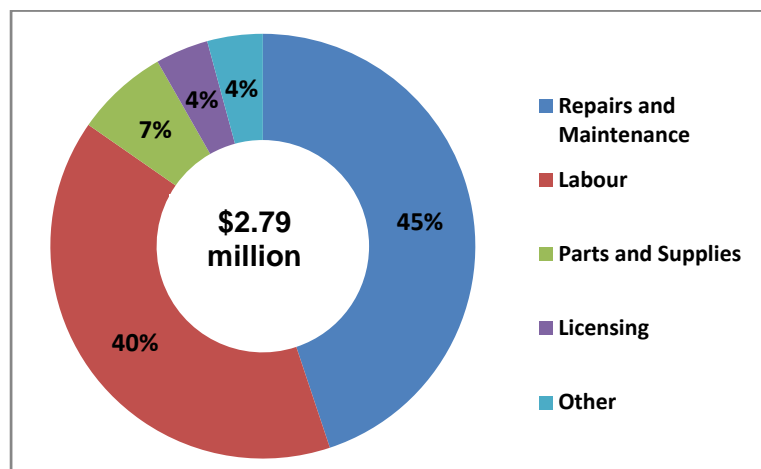
9.8.6.4 Commitments

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

Draft 2017 Budget 2018 Plan

9.8.6.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	2.79	100.0%
Total	2.79	100.0%

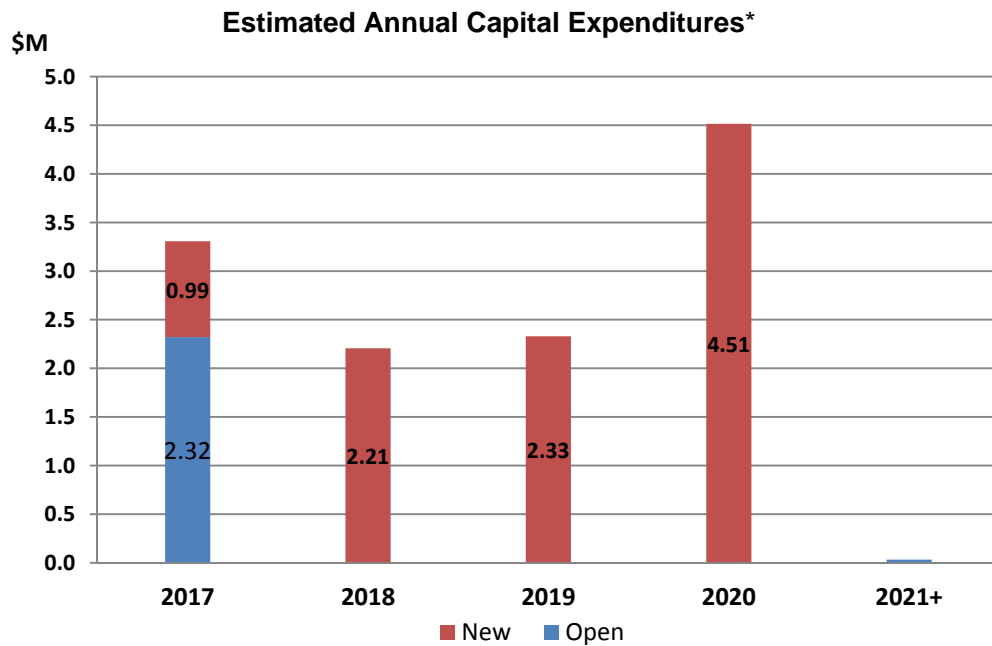
Budget Change: The increase in the draft 2017 operating budget is mainly due to increased labour costs. This increase is partly offset by savings initiatives that have been identified in maintenance activities.

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

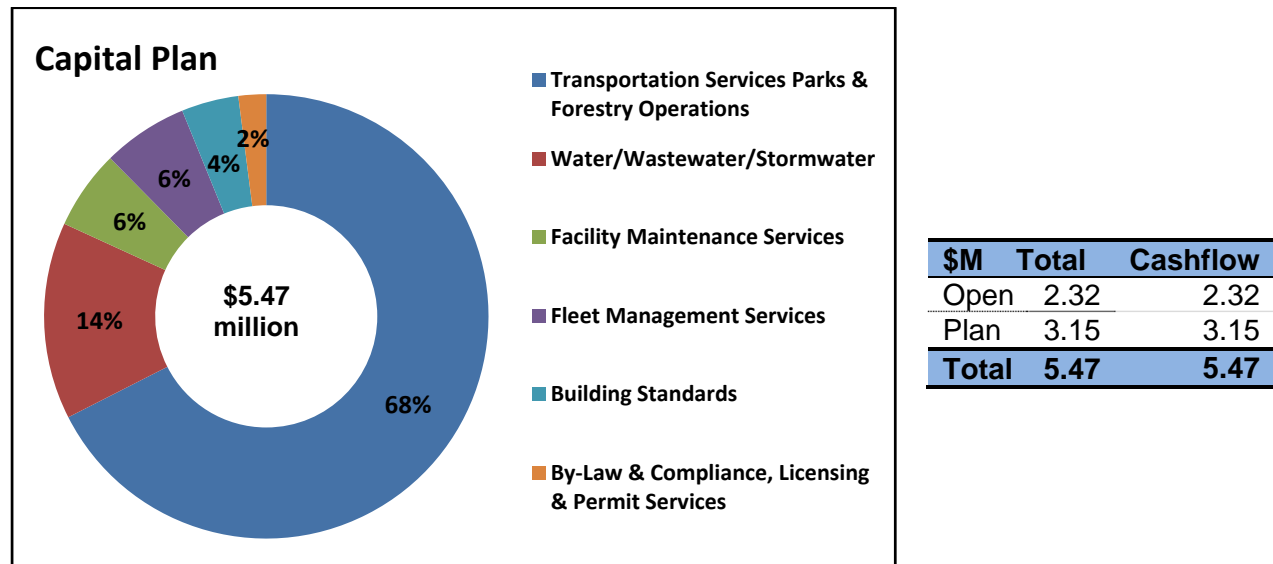
Full Time Equivalents (FTE's)	10.0	10.0	10.0
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Draft 2017 Budget 2018 Plan

9.8.6.6 Capital Summary



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



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

Draft 2017 Budget 2018 Plan

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

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

2017-2018 Capital Plan by Funding Source:

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

2017 – 2018 Capital Project List:

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

Draft 2017 Budget 2018 Plan

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

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9.8.7 Corporate Asset Management

9.8.7.1 Department Service Statement

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

9.8.7.2 DRAFT 2017 Budget and 2018 Plan

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

Capital Plan	0.10	0.64	0.00
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*Excludes Water/Wastewater/Stormwater Operating Budgets

9.8.7.3 2016 Key Accomplishments

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

9.8.7.4 Commitments

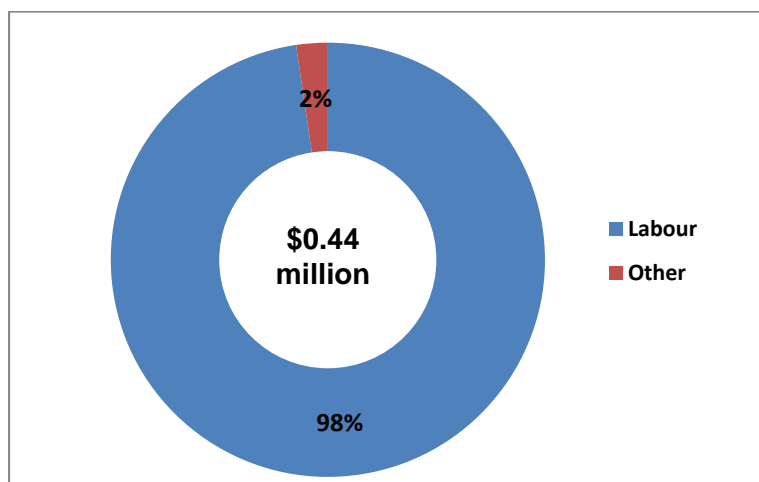
- Lead and coordinate the City's Corporate Asset Management program:
 - Coordinate collection of asset inventory and condition data for buildings, open space trees and horticulture assets
 - Lead implementation of Work Order Management System
 - Lead requirement gathering and selection of Asset Management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

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

9.8.7.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	0.44	100.0%
Total*	0.44	100.0%

*Excludes Water/Wastewater/Stormwater Operating Budgets

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

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

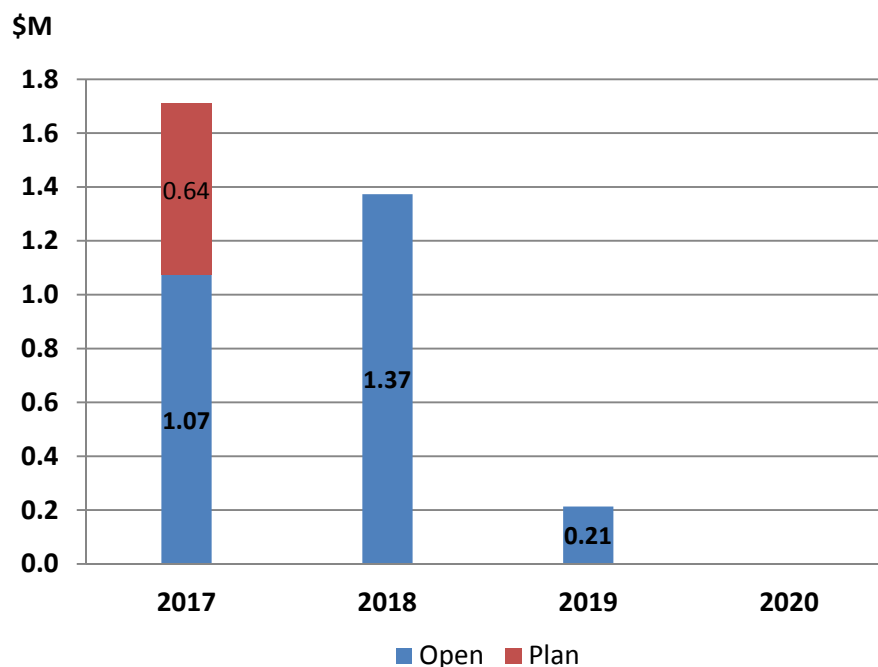
Full Time Equivalents (FTE's)*	4.4	3.4	3.4
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* FTE excludes positions funded from Water/Wastewater/Stormwater

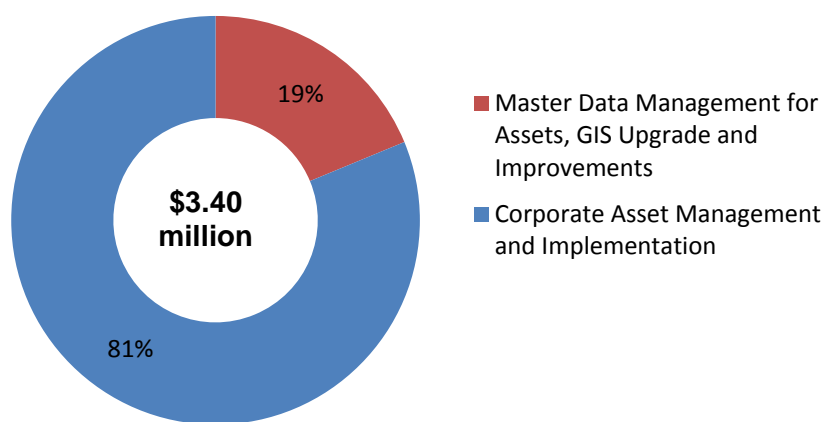
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9.8.7.6 Capital Summary

Estimated Annual Capital Expenditures



Capital Plan



\$M	Total	Cashflow
Open	2.76	2.44
Plan	0.64	0.64
Total	3.40	3.08

Draft 2017 Budget 2018 Plan

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

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

2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Capital From Taxation	0.64	0.00	0.64
Grand Total	0.64	0.00	0.64

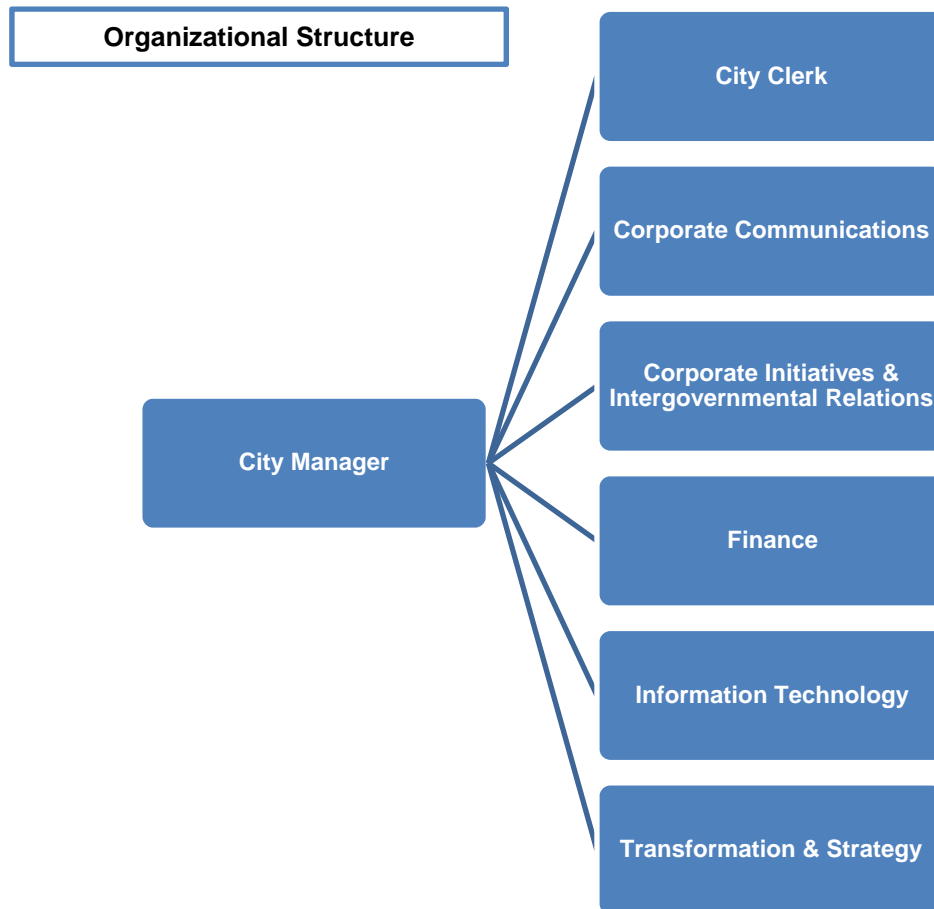
2017 – 2018 Capital Project List:

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

9.9 Centres of Expertise

9.9.1 Overview

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



Draft 2017 Budget 2018 Plan

9.9.2 Office of the City Clerk

9.9.2.1 Office Overview

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

9.9.2.2 DRAFT 2017 Budget and 2018 Plan

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

Capital Plan	0.10	0.10	0.02
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9.9.2.3 2016 Key Accomplishments

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

9.9.2.4 Key Commitments

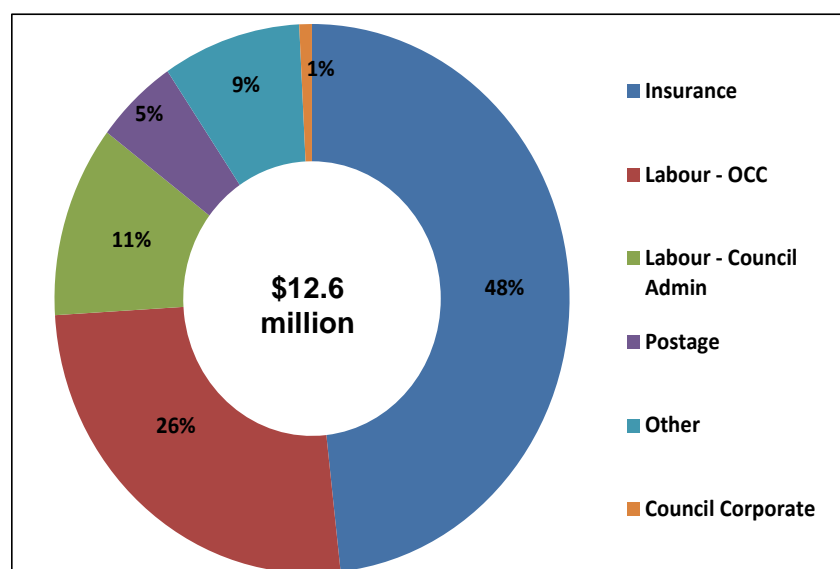
- Implement the Voluntary Lobbyist Registry to meet a Council priority.
- Implement results from the Ward Boundary Review

Draft 2017 Budget 2018 Plan

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

9.9.2.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



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

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

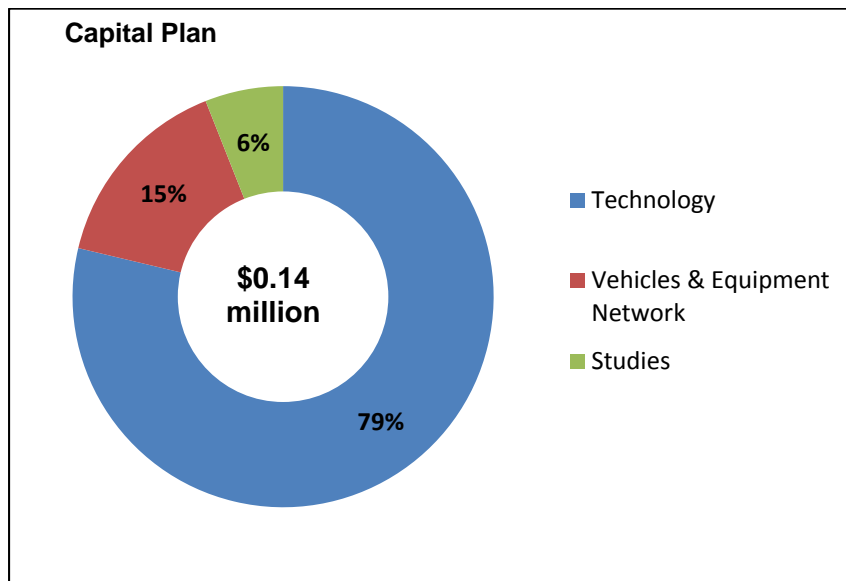
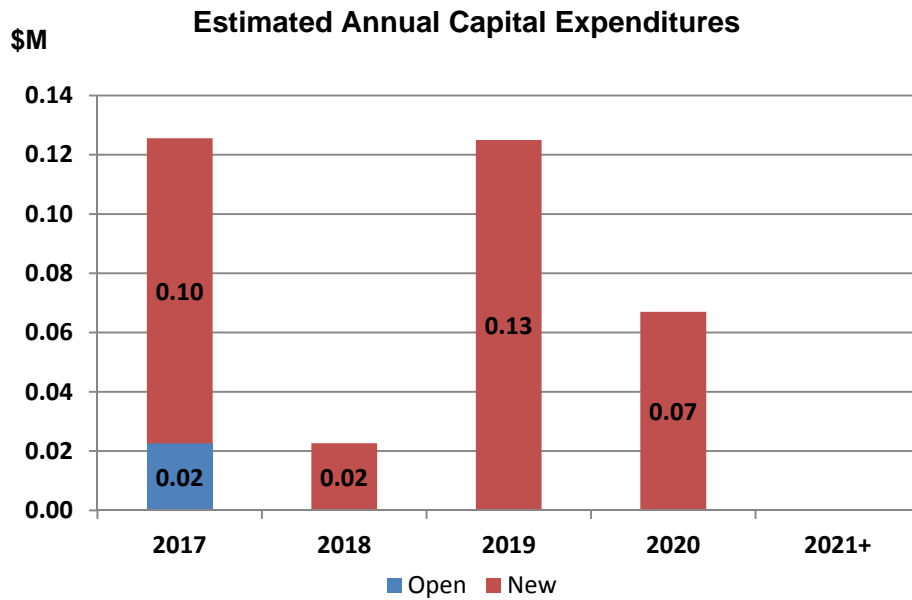
Budget Change (\$M)	2016	2017	2018
Net Operating Budget		11.3	11.6
Status Quo		0.3	0.5
Growth		0.0	0.0
New		0.0	0.0
Net Operating Budget	11.3	11.6	12.1

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

Draft 2017 Budget 2018 Plan

9.9.2.6 Capital Summary



\$M	Total	Cashflow
Open	0.02	0.02
Plan	0.12	0.12
Total	0.14	0.14

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

Draft 2017 Budget 2018 Plan

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

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

2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Capital From Taxation	0.10	0.02	0.12
Grand Total	0.10	0.02	0.12

2017 – 2018 Capital Project List:

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

Draft 2017 Budget 2018 Plan

9.9.3 Office of Corporate Communications

9.9.3.1 Office Overview

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

9.9.3.2 DRAFT 2017 Budget and 2018 Plan

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

9.9.3.3 2016 Key Accomplishments

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

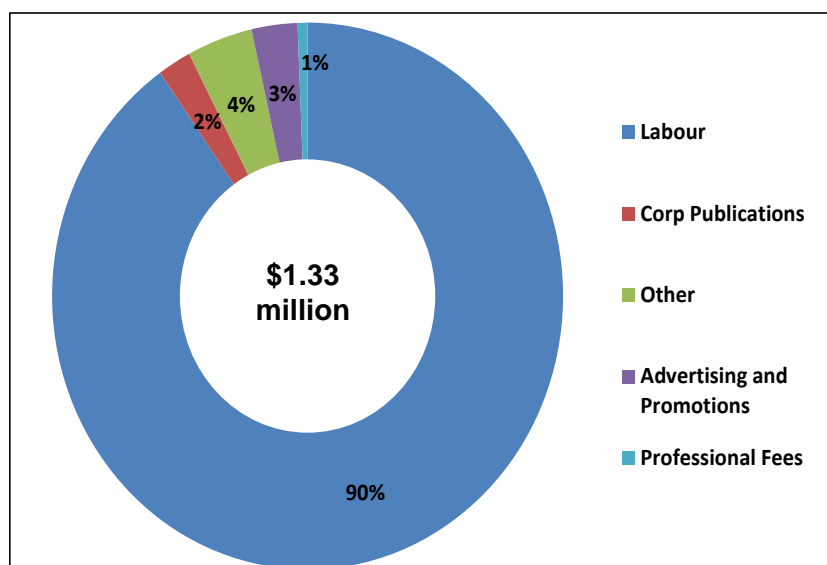
Draft 2017 Budget 2018 Plan

9.9.3.4 Commitments

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

9.9.3.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	1.33	100.0%
Total	1.33	100.0%

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

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

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

Draft 2017 Budget 2018 Plan

9.9.4 Office of the Chief of Corporate Initiatives and Intergovernmental Relations

9.9.4.1 Office Service Statement

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

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

9.9.4.2 DRAFT 2017 Budget and 2018 Plan

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

Capital Plan	No new projects
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9.9.4.3 2016 Key Accomplishments

- Collaborated with various City departments, other public agencies and interested stakeholders to manage and facilitate the timely delivery of development in the Vaughan Metropolitan Centre consistent with the strategic goals and objectives of the City
 - PwC, Berkley Development and YMCA/Library/Community Centre
- Initiated implementation of the Council Endorsed Strategy for the Office of Municipal Partnerships including identifying opportunities to generate non-tax revenues from sponsorship and naming rights
- Initiated implementation of an Intergovernmental Relations Strategic Framework and Action Plan including city-wide coordinated Provincial and Federal Budget submissions and infrastructure funding proposals

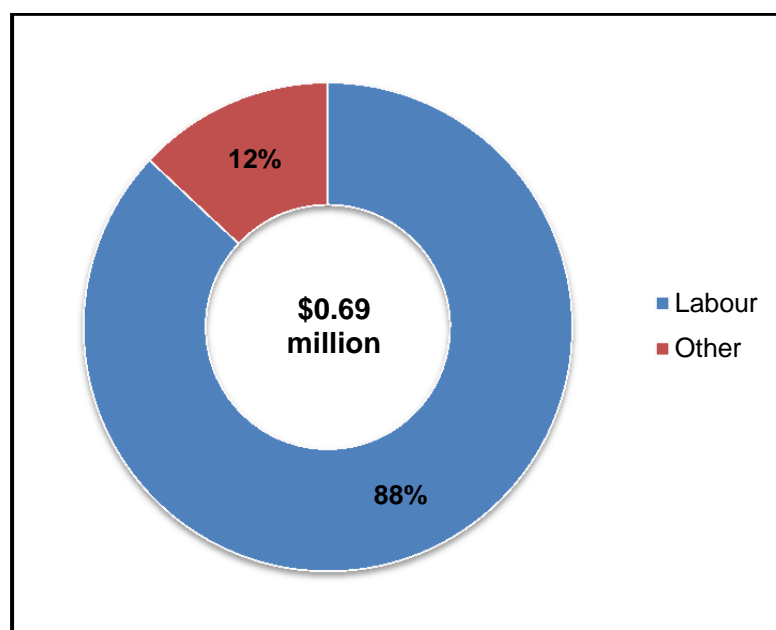
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9.9.4.4 Commitments

- Facilitate and support the development of the VMC including the Mobility Hub – YMCA, Vaughan Library, Community Centre Partnership
- Continue to advance a culture of excellence in government through the Intergovernmental Relations Strategic Framework and Action Plan
- Advance the work plan and strategy of the Office of Municipal Partnerships

9.9.4.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



Funding Type	\$M	%
Reserves	0.32	38.7%
Taxation	0.50	61.3%
Total	0.82	100.0%

Budget Change: This is a small department with minimal operating costs.

Budget Change (\$M)	2016	2017	2018
Net Operating Budget		0.36	0.50
Status Quo		0.01	0.01
Growth		0.00	0.00
New		0.13	0.00
Net Operating Budget	0.36	0.50	0.51

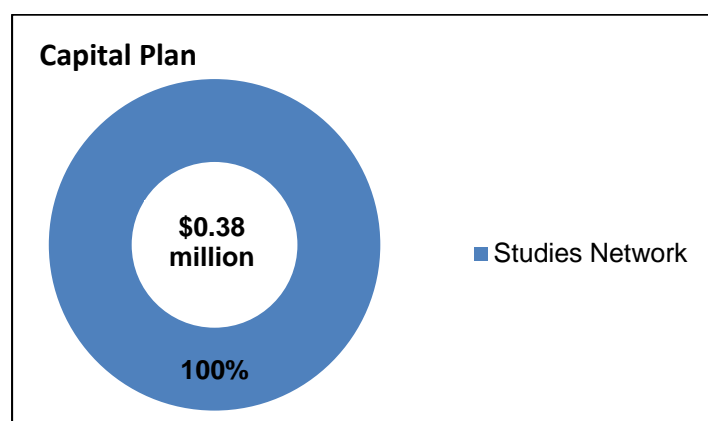
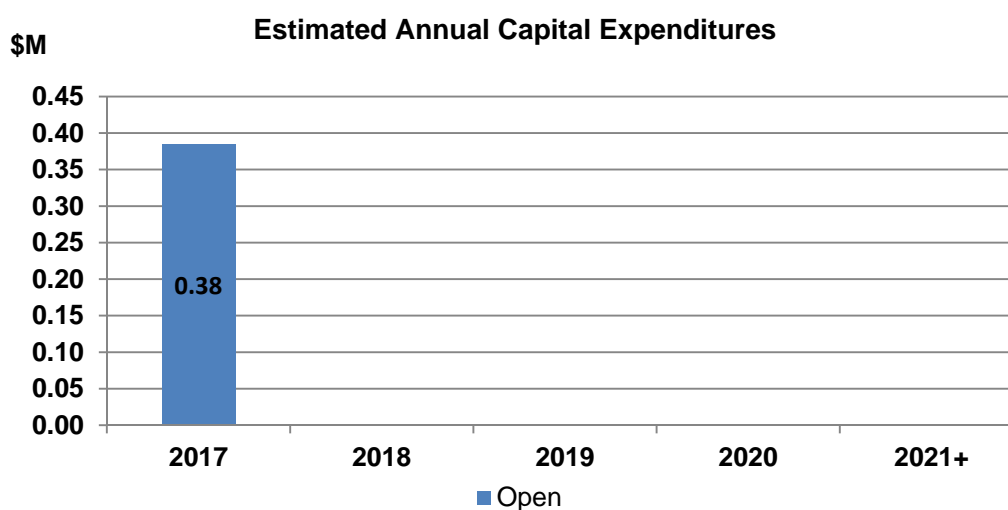
Full Time Equivalents (FTE's)	4.0	5.0	5.0
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Draft 2017 Budget 2018 Plan

New Requests: The proposed Intergovernmental Specialist position will assist in keeping Members of Council informed of the issues at all levels of government and government organizations and the impact they have on the City of Vaughan.

Index Number	New Requests (\$M)	(FTE's)	2017	2018
022-01-2017	Intergovernmental Specialist	1.0	0.13	0.00
	Total	1.0	0.13	0.00

9.9.4.6 Capital Summary



	\$M	Total	Cashflow
Open	0.38		0.38
Plan	0.00		0.00
Total	0.38		0.38

Draft 2017 Budget 2018 Plan

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

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Facilitate the development of the VMC	0.38	0.00	0.00
Grand Total	0.38	0.00	0.00

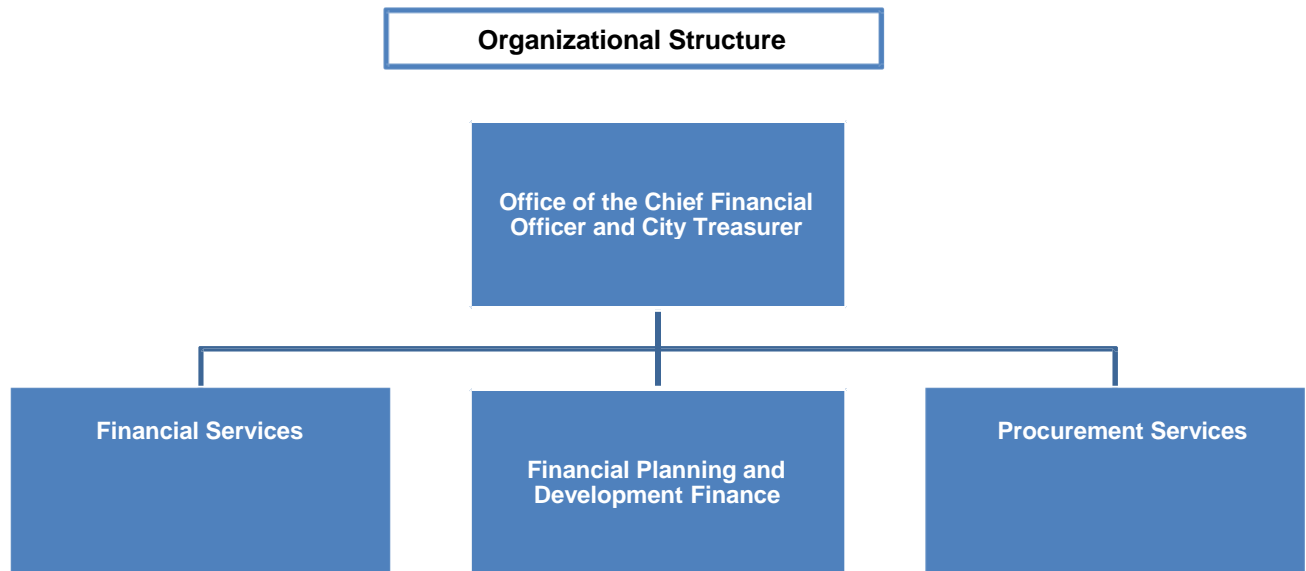
2017-2018 Capital Plan by Funding Source:

There are no capital projects in the current capital plan.

9.9.5 Office of the Chief Financial Officer and City Treasurer

9.9.5.1 Office Overview

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



Draft 2017 Budget 2018 Plan

9.9.5.2 DRAFT 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
Revenue			
User Fees	0.9	1.3	1.2
Total	0.9	1.3	1.2
Expenditures			
Labour	8.6	9.2	9.2
Service Contracts	0.1	0.1	0.1
Other	0.5	0.5	0.4
Total	9.2	9.8	9.7
Net Operating Budget*	8.3	8.5	8.5

Capital Plan	0.36	0.21	0.55
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*Excludes Water/Wastewater/Stormwater Operating Budgets

9.9.5.3 2016 Key Accomplishments

- Received Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award
- Presented and received Council approval for a comprehensive and unique Financial Strategy for the \$97 million Black Creek infrastructure in the Vaughan Metropolitan Centre
- Co-led the implementation of a Community Improvement Plan (CIP) to provide Financial Incentives for Major Office Development in the Vaughan Metropolitan Centre
- Presented and received approval from council to execute the procurement modernization plan

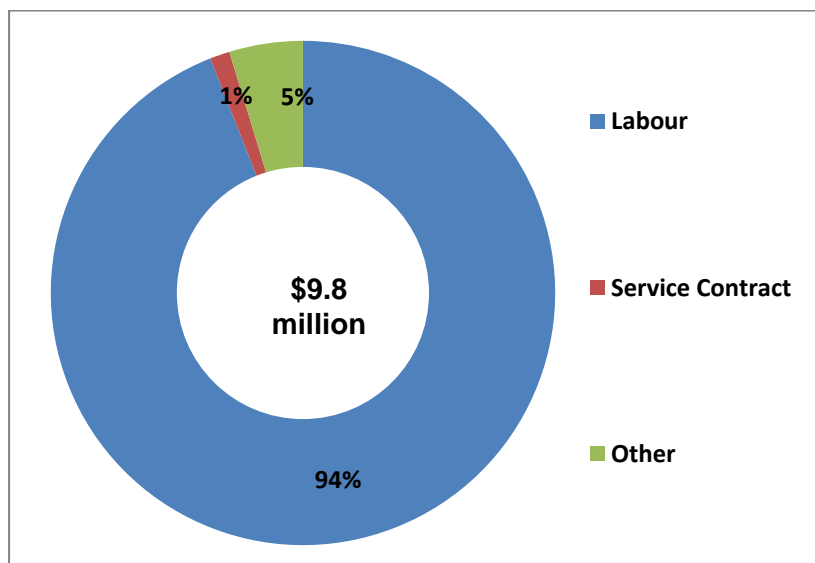
9.9.5.4 Commitments

- Complete and present to Council a new conceptual Fiscal Framework to guide Financial Sustainability
- Initiate an update to Fiscal policies to support Financial Sustainability
- Initiate the 2018 Development Charge Background Study and By-law review
- Continue the implementation of procurement modernization plan to enhance operational performance across the city
- Initiate additional inter-municipal collections agreements to ensure the city receives revenues owed

Draft 2017 Budget 2018 Plan

9.9.5.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	1.3	13.3%
Taxation	8.5	86.7%
Total*	9.8	100.0%

*Excludes Water/Wastewater/Stormwater Operating Budgets

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

Budget Change (\$M)	2016	2017	2018
Net Operating Budget		8.3	8.5
Status Quo		0.2	0.0
Growth		0.0	0.0
New		0.0	0.0
Net Operating Budget*	8.3	8.5	8.5

Full Time Equivalents (FTE's)*	76.5	79.5	77.8
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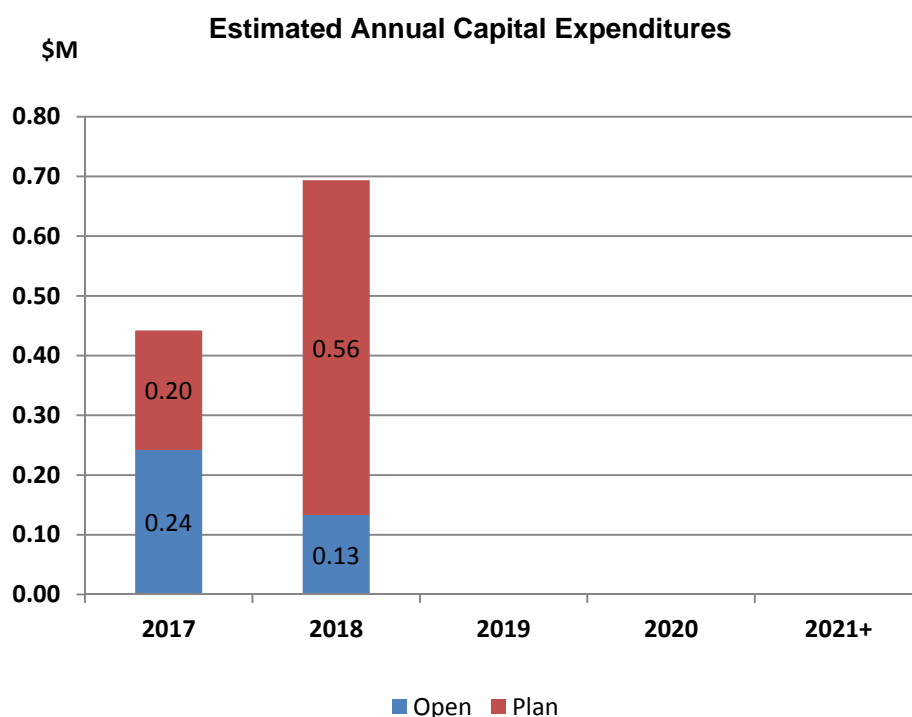
*Excludes Water/Wastewater/Stormwater Operating Budgets

Draft 2017 Budget 2018 Plan

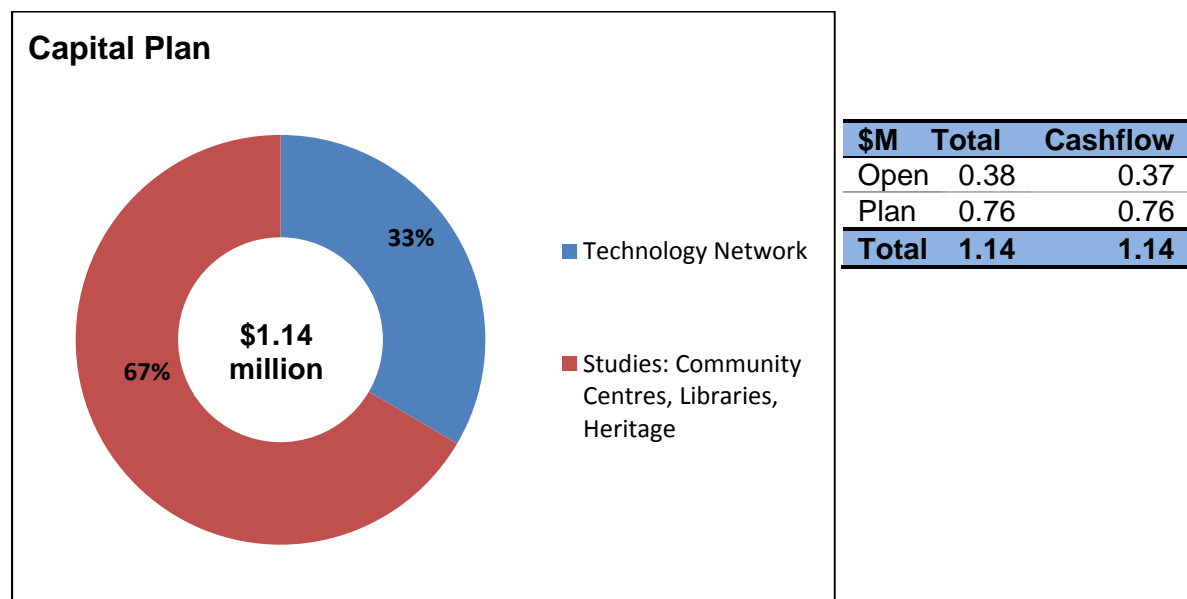
New Requests: For 2017, one proposed resource request has been included in the budget. It is to add a Development Finance Co-ordinator who will act as the primary point of contact both internally and externally for a portfolio of development finance files (by geography and inclusive of the Vaughan Metropolitan Centre). The Development Finance Coordinator will be responsible for all City, Regional and Schoolboard Development Charge (DC) assessments for their assigned portfolio. It will be fully offset by collection of development related fees.

Index Number	New Requests (\$M)	(FTE's)	2017	2018
078-01-2017	Development Finance Coordinator	1.0	0.00	0.00
	Total	1.0	0.00	0.00

9.9.5.6 Capital Summary



Draft 2017 Budget 2018 Plan



Total capital plan includes \$0.4 million in capital projects that will be managed and reported on by the Service Excellence Strategic Initiatives department.

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

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Invest, renew and manage infrastructure and assets	0.06	0.00	0.00
Continue to advance a culture of excellence in governance	0.00	0.00	0.36
Operational Performance	0.31	0.21	0.19
Grand Total	0.38	0.21	0.55

2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Capital from Taxation	0.00	0.36	0.36
Citywide Development Charges	0.21	0.19	0.40
Grand Total	0.21	0.55	0.76

Draft 2017 Budget 2018 Plan

2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
Department Managed:		
FI-0073-18 New Property Tax System	0.00	0.36
Reported on through Service Excellence Initiatives:		
DI-0075-15 Development Charges Background Studies - City-Wide Preliminary and New SACs	0.21	0.19
Total	0.21	0.55

Draft 2017 Budget 2018 Plan

9.9.5.7 Corporate Revenues and Expenditures

9.9.5.7.1 Department Overview

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

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

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

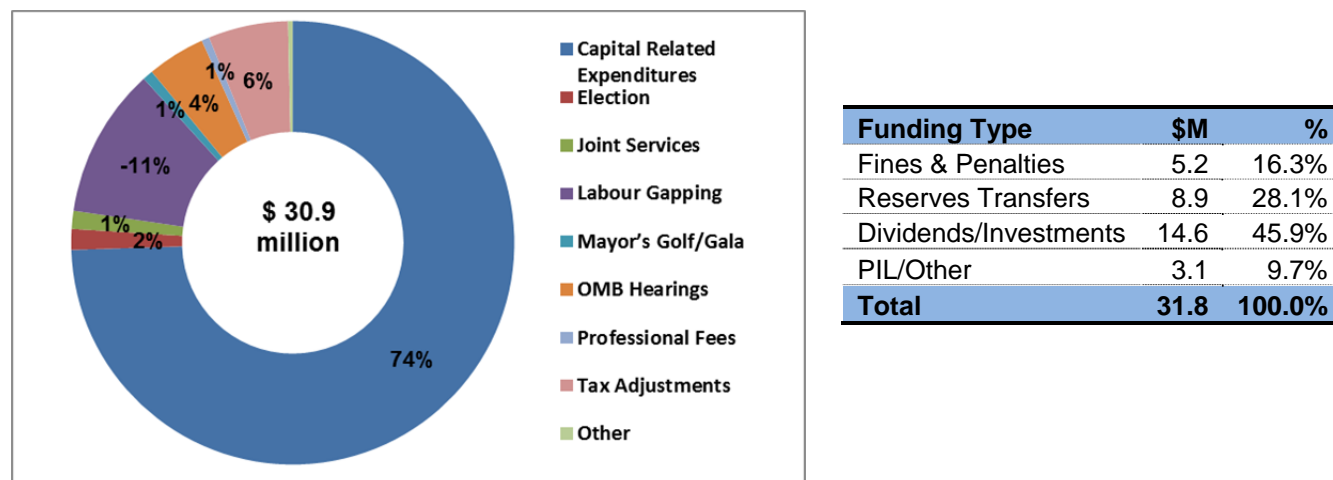
9.9.5.7.2 DRAFT 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
Revenue			
Fines & Penalties	5.2	5.2	5.2
Reserve Transfers	10.7	8.9	8.0
Dividends & Investments	13.1	14.6	15.6
Payment in Lieu	2.6	2.6	2.6
Other	0.5	0.5	0.5
Total	32.1	31.8	31.9
Expenditures			
Capital Related Expenditures	27.5	29.4	28.7
Election	0.6	0.6	1.7
Joint Services	0.5	0.5	0.5
Labour Gapping	-1.9	-4.3	-3.0
Mayor's Golf/Gala	0.3	0.3	0.3
OMB Hearings	1.2	1.7	1.2
Professional Fees	0.2	0.2	0.2
Tax Adjustments	2.3	2.3	2.3
Other	0.3	0.1	0.1
Total	31.2	30.9	32.0
Net Operating Budget	-0.8	-1.0	0.1

Draft 2017 Budget 2018 Plan

9.9.5.7.3 Operating Summary

DRAFT 2017 Gross Operating Expenditures



Funding Type	\$M	%
Fines & Penalties	5.2	16.3%
Reserves Transfers	8.9	28.1%
Dividends/Investments	14.6	45.9%
PIL/Other	3.1	9.7%
Total	31.8	100.0%

Budget Change: The Corporate Expenditures and Revenue budget changes are minimal. These changes are resulting from a net increase in reserve contributions and increased dividend revenues.

Budget Change (\$M)	2016	2017	2018
Net Operating Budget		-0.8	-1.0
Status Quo		-0.2	1.1
Growth		0.0	0.0
New		0.0	0.0
Net Operating Budget	-0.8	-1.0	0.1

Full Time Equivalents (FTE's)	0	0	0
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New Requests: For 2017 new resource requests were submitted for the conversion of current contract roles (4years) to permanent positions.

New Requests (\$M)	(FTE's)	2017	2018
VMC – Project Manager (Lawyer)	0	0.0	0.0
VMC – Project Manager (Law Clerk)	0	0.0	0.0
Total	0	0.0	0.0

Draft 2017 Budget 2018 Plan

9.9.6 Office of the Chief Information Officer

9.9.6.1 Office Overview

The Office of the Chief Information Officer is responsible for managing the effective delivery of IT solutions that support the organization's objectives. The office is responsible for the engineering, architecting, implementation, security, maintenance and support of city-wide technology and communications infrastructure, for internal client support on business technology requirements and for the maintenance of technology assets. In addition, the newly created Corporate Project Management Office (CPMO) enables City departments to achieve strategic and business objectives through effective application of Project Management tools, methodologies and best practices

9.9.6.2 DRAFT 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
Revenue			
Joint Service	0.0	0.0	0.0
Total	0.0	0.0	0.0
Expenditures			
Labour	6.6	6.9	7.1
Contracts	1.7	2.6	2.9
Professional Fees	0.4	0.4	0.4
Other	1.0	1.0	1.0
Total	9.6	10.9	11.4
Net Operating Budget	9.6	10.9	11.4

Capital Plan	1.66	1.63	2.05
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9.9.6.3 2016 Key Accomplishments

- Completed major upgrades to email, networking, telephone, Wi-Fi and internet systems to realize efficiencies and accommodate increased demand
- Deployed new mobile workforce enabling technology allowing the City's departments to provide more effective service delivery
- Created a new corporate project management office and developed a corporate-wide digital services strategy

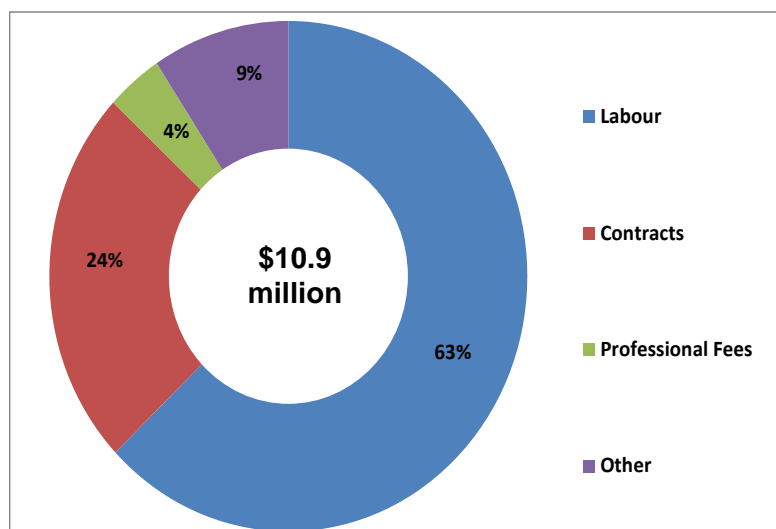
Draft 2017 Budget 2018 Plan

9.9.6.4 Commitments

- Implement Microsoft Office 365 Productivity suite in order to fully leverage existing technology and comply with Microsoft's new licensing model
- Define and complete Phase 1 of the online Lobbyist Registry ultimately allowing greater corporate transparency
- Define the implementation phases for the Digital Service Strategy in order to service through multiple channels (Phone, Web, Mobile)
- Create a pilot project for Open Data which will allow the City to integrate data from different sources in order to manage data as a single consistent entity

9.9.6.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	10.9	100.0%
Total	10.9	100.0%

Budget Change: The department's draft operating budget for 2017 has increased from 2016 due to the additional resource requests listed below.

Budget Change (\$M)	2016	2017	2018
Net Operating Budget		9.6	10.9
Status Quo		0.3	0.3
Growth		0.4	0.0
New		0.6	0.2
Net Operating Budget	9.6	10.9	11.4

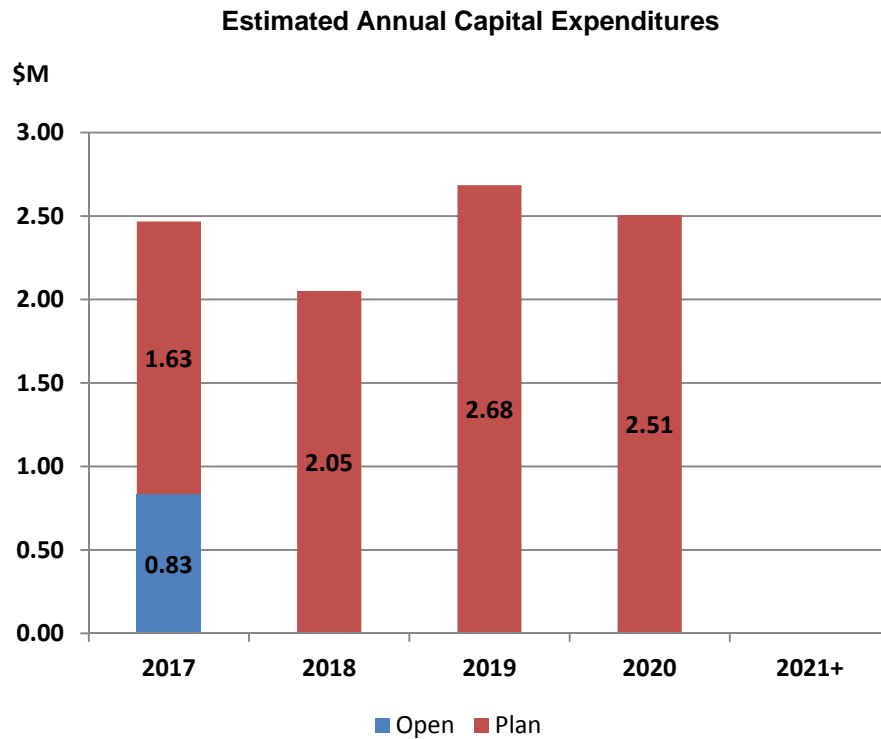
Full Time Equivalents (FTE's)	52.7	52.7	52.7
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Draft 2017 Budget 2018 Plan

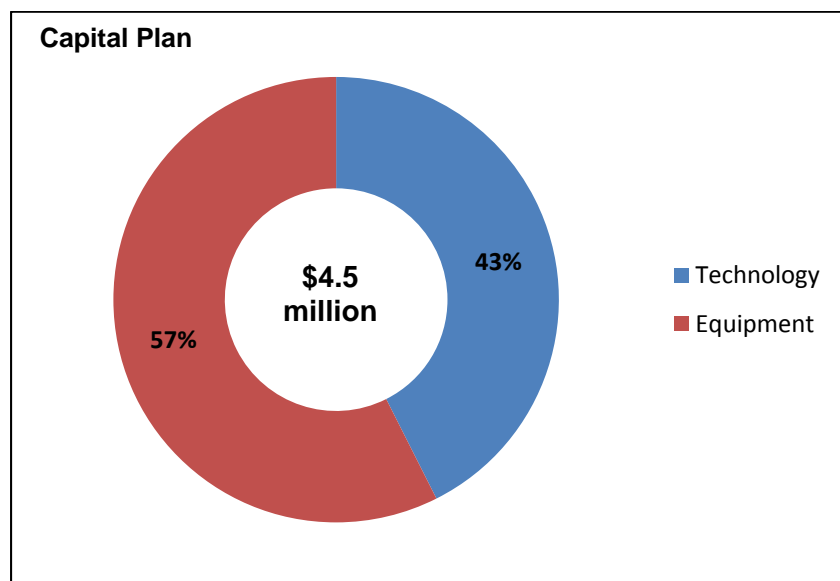
New Requests: Service Contracts - Growth relates to the growth of the City and the additional buildings that will now require Information technology (IT) services. The new Service Contracts relates to new initiatives that now require IT services. The Mobile Operating fund will be utilized by the OCIO department in support of new initiatives for mobile devices (tablets and/or Toughbook) which departments are planning to rollout in the latter part of 2017-2018.

Index Number	New Requests (\$M)	(FTE's)	2017	2018
050-03-2017	OCIO Service Contracts - Growth	0.0	0.36	0.00
050-04-2017	OCIO Service Contracts - New	0.0	0.58	0.00
050-08-2017	Mobile Operating Fund - Asset Management	0.0	0.05	0.00
	Total	0.0	0.99	0.00

9.9.6.6 Capital Summary



Draft 2017 Budget 2018 Plan



\$M	Total	Cashflow
Open	0.83	0.83
Plan	3.68	3.68
Total	4.51	4.51

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

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Invest, renew and manage infrastructure and assets	0.80	1.48	1.90
Continue to advance a culture of excellence in governance	0.00	0.00	0.00
Enhance civic pride through a consistent city-wide approach to citizen engagement	0.00	0.15	0.15
Citizen Experience	0.04	0.00	0.00
Grand Total	0.83	1.63	2.05

2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Infrastructure Reserves	1.23	1.36	2.60
Capital From Taxation	0.40	0.69	1.09
Grand Total	1.63	2.05	3.69

Draft 2017 Budget 2018 Plan

2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
Department Managed:		
IT-3016-13 Personal Computer (PC) Assets Renewal	0.45	0.58
IT-3019-13 Central Computing Infrastructure Renewal	0.78	0.78
IT-3020-14 Continuous Improvement - City Website (Vaughan Online)	0.15	0.15
IT-9546-17 AV Infrastructure Renewal	0.24	0.54
Total	1.63	2.05

Draft 2017 Budget 2018 Plan

9.9.7 Office of Transformation and Strategy

9.9.7.1 Office Service Statement

The Transformation and Strategy Office supports the City of Vaughan to achieve Service Excellence through the coordination of strategic initiatives, facilitation of departmental business plans, measuring progress and performance, and corporate governance and accountability.

9.9.7.2 DRAFT 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
Revenue			
Reserves		0.26	0.14
Total	-	0.26	0.14
Expenditures			
Labour	0.46	0.90	0.79
Professional Fees	0.02	0.05	0.05
Other	0.03	0.04	0.03
Total	0.52	0.99	0.88
Net Operating Budget	0.52	0.73	0.74

Capital Plan		1.83	0.37
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9.9.7.3 2016 Key Accomplishments

- Initiated the Service Excellence Strategic Initiatives - 10 organization-wide initiatives to improve citizen experience, operational performance and staff engagement
- Developed and launched regular progress reports on key activities supporting the Term of Council Service Excellence Strategy Map
- Launched the 2016 bi-annual citizen survey (for report to Council in Q1 2017)
- Facilitated the development of the 2017 department business plans, in alignment with the budget process
- Enhanced internal communication including hosting the annual October 2016 staff forum

9.9.7.4 Commitments

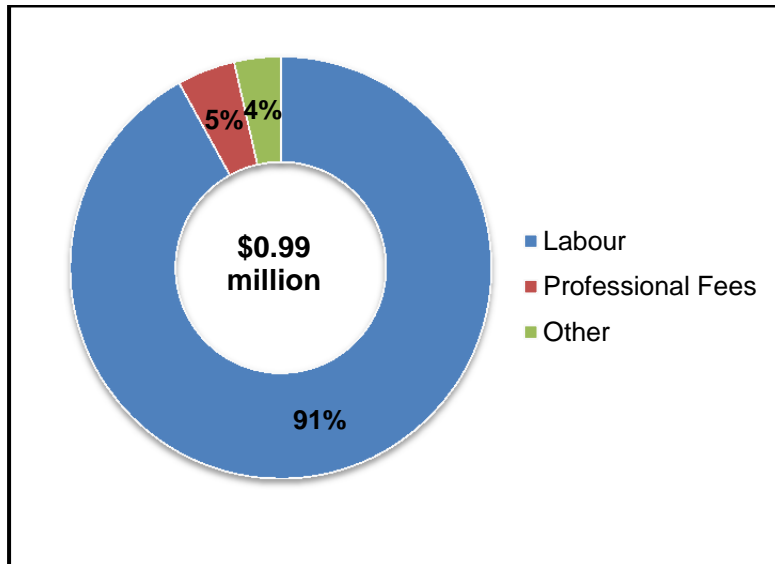
- Manage the initiation of the Service Vaughan program, a consistent customer service approach for the City of Vaughan

Draft 2017 Budget 2018 Plan

- Improve staff engagement, in partnership with the Chief Human Resources Officer, by:
 - Managing the development of a Workforce Management System Business Case
 - Managing the launch of the Service Excellence Master's program for managers and supervisors focused on communications, continuous improvement and change management
 - Managing the launch of the Rewards and Recognition program for Service Excellence
 - Managing a review of the Job Descriptions and Evaluation program
- Manage the delivery of the Leadership Alignment program to define roles and responsibilities to deliver on Council's priorities and foster a culture of Service Excellence
- Initiate the development of a consistent, city wide approach to citizen engagement

9.9.7.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



Funding Type	\$M	%
Reserves	0.26	26.3%
Taxation	0.73	73.7%
Total	0.99	100.0%

Draft 2017 Budget 2018 Plan

Budget Change: There are no significant changes.

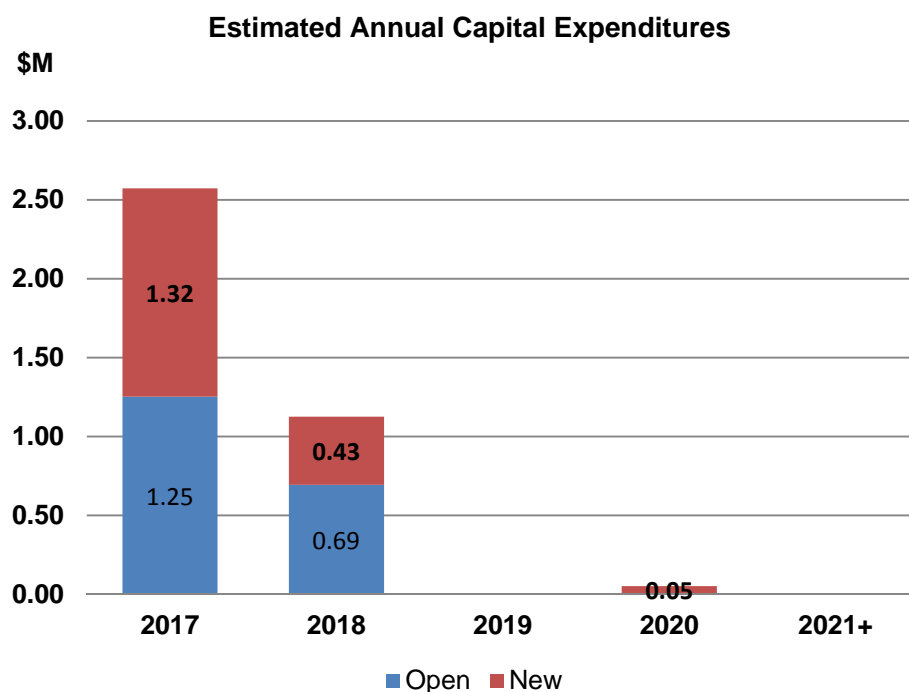
Budget Change (\$M)	2016	2017	2018
Net Operating Budget		0.52	0.86
Status Quo		0.16	0.01
Growth		0.00	0.00
New		0.18	0.00
Net Operating Budget	0.52	0.86	0.87

Full Time Equivalents (FTE's)	5.0	6.0	6.0
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New Requests: The Manager of Community Engagement would facilitate the process of developing an engagement model for the City of Vaughan and supporting departments in carrying out a consistent approach to community engagement.

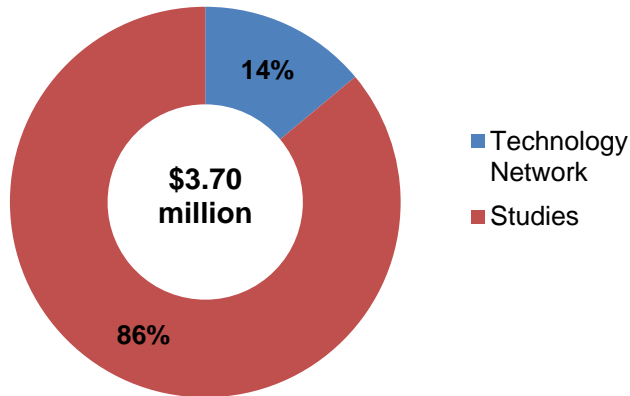
Index Number	New Requests (\$M)	(FTE's)	2017	2018
24-01-2017	Manager of Community Engagement	1.0	0.18	0.0
	Total	1.0	0.18	0.0

9.9.7.6 Capital Summary



Draft 2017 Budget 2018 Plan

Capital Plan



	\$M	Total	Cashflow
Open	1.50		1.50
Plan	2.20		1.75
Total	3.70		3.25

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

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Continue to advance a culture of excellence in governance	0.00	0.26	0.00
Enhance civic pride through a consistent city-wide approach to citizen engagement	0.00	0.39	0.18
Citizen Experience	0.06	0.00	0.00
Operational Performance	0.63	0.21	0.19
Staff Engagement	0.81	0.98	0.00
Grand Total	1.50	1.83	0.37

2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
City Wide Development Charges	0.19	0.19	0.38
Capital From Taxation	1.64	0.18	1.82
Grand Total	1.83	0.37	2.20

2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
Department Managed:		
SP-0016-17 Strategy Update	0.21	
SP-0017-18 Citizen Engagement Study		0.05
Service Excellence Initiatives:		
CM-2526-16 Service Excellence Strategic Initiatives	0.05	0.00

Draft 2017 Budget 2018 Plan

Capital Project Number & Title (\$M)	2017	2018
DI-0075-15 Development Charges Background Studies - City-Wide Preliminary and New SACs	0.21	0.19
FI-0087-17 Service Vaughan - Point of Sale	0.39	0.13
SE-0076-16 Job Description & Evaluation Process	0.05	0.00
SE-0079-16 Workforce Management System Business Case	0.18	0.00
SE-0080-16 Service Excellence Leads Program	0.23	0.00
SE-0081-16 Recognition Program for Service Excellence	0.02	0.00
SE-0082-16 Leadership Alignment	0.03	0.00
SE-0083-16 Service Excellence Communication Plan	0.03	0.00
SE-0088-16 Service Vaughan Phase I	0.45	0.00
Total	1.83	0.37

Draft 2017 Budget 2018 Plan

9.10 Vaughan Public Libraries

9.10.1 Department Overview

Vaughan Public Libraries provide a valuable service to the residents of Vaughan, reaching out to people of all ages to promote learning and community education. More importantly, the Libraries are centres of community activity. By participating in a wide variety of innovative programs and services, residents can become more involved in community life and explore the rich cultural and social diversity that makes Vaughan such a great city to live in.

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

There are a total of 9 libraries, including the addition of the recently opened Civic Centre Resource Library.

9.10.2 DRAFT 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
Revenue			
User Fees	0.4	0.4	0.4
Grants	0.1	0.1	0.1
Total	0.5	0.5	0.5
Expenditures			
Labour	13.2	13.3	13.4
Reserve Contribution	1.7	1.7	1.8
Maintenance & Utilities	0.6	0.6	0.6
Periodicals	0.5	0.5	0.5
Service Contracts	0.3	0.4	0.4
Others	1.3	1.4	1.4
Total	17.6	17.9	18.1
Net Operating Budget	17.1	17.4	17.6

Capital Plan	3.09	2.20	2.28
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9.10.3 2016 Key Accomplishments

- Opened the new Civic Centre Resource Library as a welcoming destination for collaboration, creation and learning using the latest in library technology and design
- Improved customer experience by extending branch opening hours and increasing integration of self-serve technology (mini-sorters for check-in, self-checkout; iPad and notebook dispensers; on-line payment of fines)
- Developed and opened distinctive digital creation spaces for two resource libraries

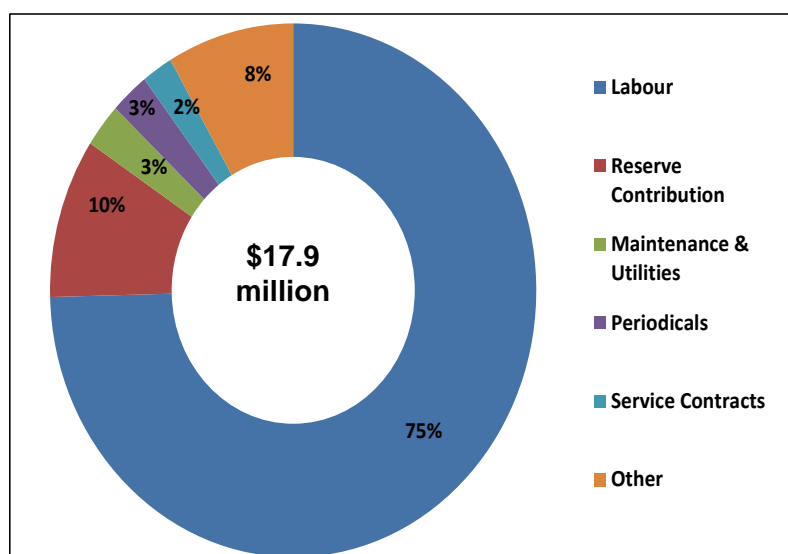
Draft 2017 Budget 2018 Plan

9.10.4 Commitments

- Continue to invest in technology upgrades, library resources and Vellore Village Community Centre Library
- Promote arts, culture, heritage through the Learn It, Make it, and Create It programs
- Plan and design a new library facility in the Vaughan Metropolitan Centre

9.10.5 Operating Summary

DRAFT 2017 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	0.4	2.2%
Grants	0.1	0.8%
Taxation	17.4	97.0%
Total	17.9	100.0%

Budget Change: The increase in the 2017 Draft operating budget is largely related to salary progressions. This increase was partly offset by corporate saving initiatives identified in other areas of the budget. The increases reflected beyond 2017 are mainly related to labour cost increases from salary progressions.

Budget Change (\$M)	2016	2017	2018
Net Operating Budget		17.0	17.4
Status Quo		0.4	0.1
Growth			
New			
Net Operating Budget	17.0	17.4	17.6

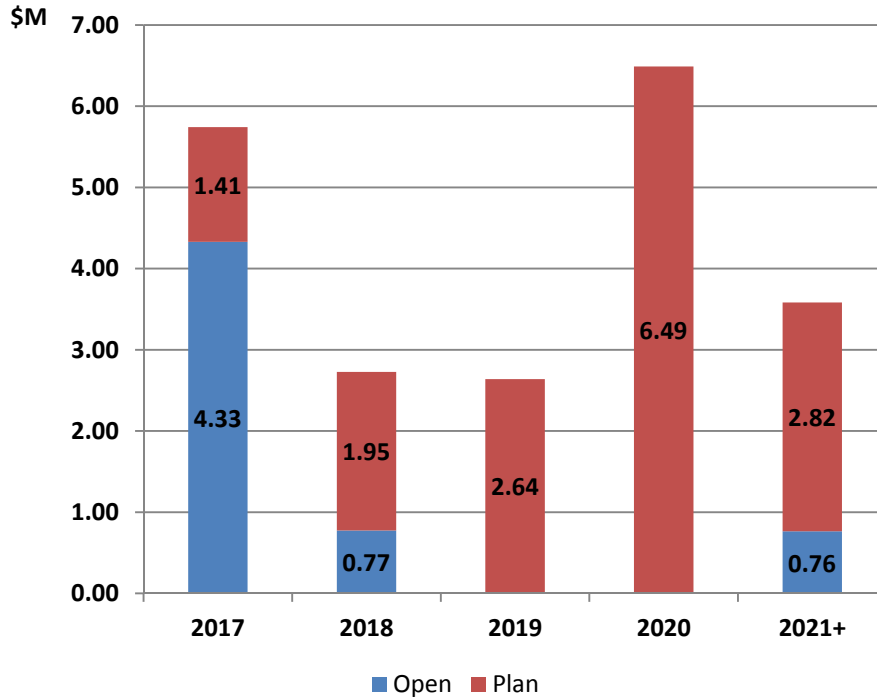
Full Time Equivalents (FTE's)	137.3	135.6	135.6
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Note Does not include casual staff

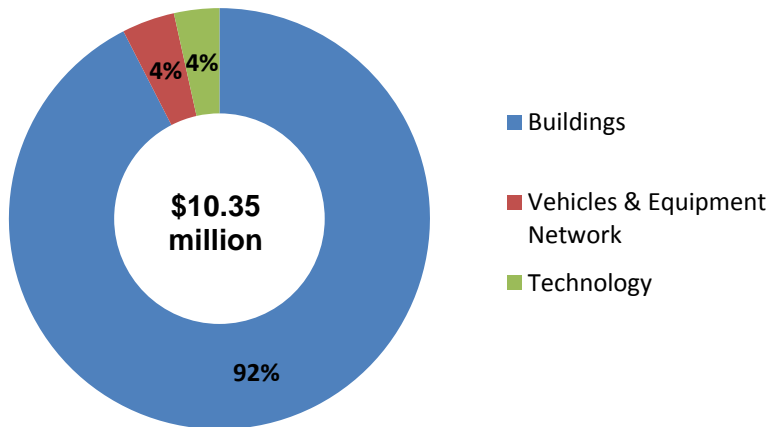
Draft 2017 Budget 2018 Plan

9.10.6 Capital Summary

Estimated Annual Capital Expenditures



Capital Plan



\$M	Total	Cashflow
Open	5.87	5.10
Plan	4.48	3.36
Total	10.35	8.46

Total capital plan includes \$6.08 million in capital projects that will be reported on by Vaughan Public Libraries.

Draft 2017 Budget 2018 Plan

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

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Invest, renew and manage infrastructure and assets	1.35	2.20	1.91
Support and promote arts, culture, heritage and sports in the community	4.50	0.00	0.38
Enhance civic pride through a consistent city-wide approach to citizen engagement	0.02	0.00	0.00
Grand Total	5.87	2.20	2.28

2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Capital from Taxation	0.22	0.18	0.40
Citywide Development Charges	0.00	0.34	0.34
Infrastructure	1.98	1.77	3.75
Grand Total	2.20	2.28	4.48

2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
Department Managed:		
LI-4504-13 Library Technology Upgrade	0.14	0.14
LI-4537-13 Capital Resource Purchases	1.73	1.77
LI-4553-17 Library Operating System Replacement	0.08	0.00
LI-4554-17 VMC Library - Resource Material, F&E, Comm/Hrdwr	0.00	0.37
Managed by Other Department:		
BF-8510-17 Ansley Grove Library RTU Replacement	0.05	0.00
ID-2042-17 Bathurst Clark Resource Library - Main Entrance Improvements	0.20	0.00
Total	2.20	2.28

10 Appendices

10.1 Budget Guidelines

Following is the Council Extract from May 2, 2016 meeting of Council at which time approval of the 2017 Financial and Business Planning Guidelines was received.

Draft 2017 Budget 2018 Plan

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 17, 2016

Item 3, Report No. 6, of the Finance, Administration and Audit Committee, which was adopted without amendment by the Council of the City of Vaughan on May 17, 2016.

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2017 FINANCIAL AND BUSINESS PLANNING GUIDELINES

The Finance, Administration and Audit Committee recommends approval of the recommendation contained in the following report of the Chief Financial Officer and City Treasurer and the Director of Financial Planning and Development Finance, and the Director of Transformation and Strategy, dated May 2, 2016:

Recommendation

The Chief Financial Officer and City Treasurer and the Director of Financial Planning and Development Finance, and the Director of Transformation and Strategy recommend:

1. That the Financial Planning and Business Planning Guidelines, summarized in this report be endorsed; and
2. That staff bring the 2017 Budget and 2018 Plan to the November 2016 Finance, Administration and Audit Committee meeting and December 2016 Special Council Meeting with Public Input.

Contribution to Sustainability

The Financial and Business Planning Guidelines align and allocate Vaughan's resources to achieve the City's objectives and priorities, as established in the Term of Council Service Excellence Strategy Map ("Strategy Map"). The Strategy Map enhances the City's ability to focus its resources on the priorities that provide the most value to citizens for this term of Council and for the long term sustainability of the City.

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

Economic Impact

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

At the January 12, 2015 meeting of the Finance, Administration and Audit Committee (Item 5, Report No. 2), the following Committee recommendation was received and subsequently approved at Council:

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

Detailed in the following table are the recognized levy forecasts presented as part of the 2017-2018 plan. This forecast includes the budget reduction targets required for the City to achieve the directed three per cent tax rate increase.

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Draft 2017 Budget 2018 Plan

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 17, 2016

Item 3, Finance Report No. 6 – Page 2

Table 1: 2017-2018 Recognized Plan

<i>\$M</i>	<i>2017</i>	<i>2018</i>
	Recognized Plan	
Gross Operating Expenses	273.4	284.0
Less: Non-Tax Revenue	83.0	83.6
Net Operating	190.4	200.4
Less: Assessment Growth	-5.4	-9.1
Less: Supplemental & PIL	-5.8	-5.8
Less: Efficiency Target	-0.5	-1.2
Net Levy Requirement	178.7	184.3
Incremental Levy	6.1	5.6
Tax Rate Increase	3.00%	3.00%
Total Capital Program	\$144.8	\$67.7

The recognized 2017-18 Plan was developed in alignment with the Strategy Map and included proposed efficiency targets that would enable attainment of Council's tax rate increase target of no greater than three per cent each year. In 2016, departments accomplished \$5.4 million in savings, of which 89% are permanent department savings. These permanent savings have assisted in reducing the required expenditure savings in 2017, but a further \$1.7 million would be required to meet the projected target of three per cent.

Revised Assessment Growth Estimates

Recent growth estimates have been revised downward by the Municipal Property Assessment Corporation (MPAC). As a result, staff have amended the budgeted 2017 assessment growth rate from 2 per cent to 1.2 per cent. Consequently, the savings target required to achieve a maximum target of three per cent has been increased from \$0.5 million to \$1.7 million for 2017 and from \$1.2 million to \$2.1 million in 2018.

Communications Plan

Financial planning and business planning guidelines, preliminary budgets and detailed instructions packages will be provided to departments along with information about due dates in May 2016. In addition, department working/training sessions will be offered to staff to assist in preparing their financial and business plans.

A comprehensive multi-channel public communications plan will be developed to support the budget and to help ensure that Vaughan residents have opportunities to be informed and involved in the budget process.

Purpose

The purpose of this report is to obtain approval of the City's financial planning and business planning guidelines and timetable.

Background - Analysis and Options

Financial Sustainability is a key pillar of Service Excellence

The objective of the City's financial planning process is to develop a multi-year budget that contributes to sustainability by allocating resources to deliver the City's programs and services, achieve the priorities set out in the Term of Council Service Excellence Strategy map, and

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Draft 2017 Budget 2018 Plan

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 17, 2016

Item 3, Finance Report No. 6 – Page 3

achieve long-term financial sustainability. The initial step in this process is the approval of the 2017 Budget Guidelines (Attachment 1), which helps set the parameters within which the administration will proceed with developing the upcoming budget.

A new Financial Framework is being developed to meet the fiscal challenges of the City

One of the identified Service Excellence initiatives is the development of an overall sustainable fiscal framework that would also assist in demonstrating value for money for City programs and services. The financial framework will establish fiscal principles, review the current practices, develop new fiscal and budget control policies, and establish long-range financial forecasts to ensure the long term financial viability of the City. This initiative also includes the Development Charges Background Study Update.

The financial framework is one of the ten Service Excellence Initiatives as presented at the April 4th Financial, Administration and Audit Committee. The work to be completed through the Service Excellence initiatives should assist the City to develop plans to optimize existing resources to improve service delivery and achieve Council's tax rate increase target of no greater than three per cent each year until 2018 and help the City keep the tax rate increases manageable over the long term.

The following guidelines that were introduced during the 2016 budget process continue to be in place for the 2017 budget process:

- Cost increases must be absorbed through offsets or efficiencies
- Separate evaluation process for growth-related and new Additional Resource Requests (ARRs)
- Previously submitted ARR's that were not approved must be resubmitted if departments want them considered in this process
- ARR's must be offset (through savings, fees or assessment growth)
- Fees must align with cost recovery policies and a business case / timelines on achievement of cost recovery targets is required if recovery is to be phased in

Savings Targets assigned at the Portfolio/Office level

New for the 2017 budget process, the savings targets have been calculated on a portfolio and office basis. For 2017, the savings target is calculated to be 1 percent, equating to \$1.7 million. This savings target has been allocated to the portfolio's Deputy City Manager's budget or the Office's operating budget. Portfolio and Office department heads will work with their management teams in developing savings proposals that achieve the savings target with minimal impact on services.

Alignment with Business Planning

Business Plans are an important part of the corporate planning process to help establish and reinforce connections between corporate priorities, operational plans and resources. Business plans will continue to align with the multi-year financial planning timeframe in order to align department objectives, measures and pressures. This information is vital to the financial planning process as it sets the stage to assess the departments' requirements and associated resource adequacy. Strategic Planning will support departments to prepare their business plans. A

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Draft 2017 Budget 2018 Plan

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 17, 2016

Item 3, Finance Report No. 6 – Page 4

streamlined business planning template will be distributed to departments with the detailed instructions. Budget submissions should demonstrate alignment with department business plans. The 2017 Budget and 2018 Plan will include a summary of each department's key commitments for 2017-2018.

Financial Plan Timetable

This timetable has been developed to target a meeting of Special Council in early December 2016. This budget process is designed to build the department financial plan in a systematic and logical manner. Financial Planning and Development Finance (FP&DF) staff will be actively involved with departments to provide assistance with financial plan development.

<i>City of Vaughan</i> 2017 - 2018 Budget Process Timetable	
Dates	Activity
May 2, 2016	Financial and Business Planning Guidelines
May – October, 2016	Development of Budget by Administration
November 2016	Finance, Administration and Audit Committee Deliberations
December 2016	Special Council Meeting with Public Input (Public notice requirement is 14 days)

Relationship to Term of Council Service Excellence Strategy Map (2014-18)

This report is consistent with the Term of Council Priority to meet Council tax rate targets of no greater than three percent.

One of the identified Service Excellence Strategic Initiatives is the development of an overall sustainable fiscal framework that would also assist in demonstrating value for money for City programs and services. The financial framework will review the current practices, develop new fiscal and budget control policies, and establish long-range financial forecasts to ensure the long term financial viability of the City. This initiative includes the Development Charges Background Study Update.

The financial framework is one of the ten Service Excellence Initiatives as presented at the April 4th Financial, Administration and Audit Committee. The work to be completed through the Service Excellence Strategic Initiatives should assist the City develop plans to optimize existing resources to improve service delivery and achieve Council's tax rate increase target of no greater than three per cent each year.

Regional Implications

N/A

Conclusion

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

Attachments

1 – Financial and Business Planning Guidelines

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2017 FINANCIAL AND BUSINESS PLANNING GUIDELINES

Listed below are some high level concepts that should assist departments in their understanding of the budgeting and business planning principles to be applied when developing their departmental four year budgets (2017-2020). More detailed instructions will be available to further assist departments in the creation of their business plans and budgets.

Departments will continue to develop four year operating budgets and ten year capital plans. Council will be presented with budgets/plans for approval/recognition for the timeframe that aligns with the term of council. The term of council target of not more than three percent is expected to remain substantially the same post-2018. This will be confirmed with the new Council early in 2019.

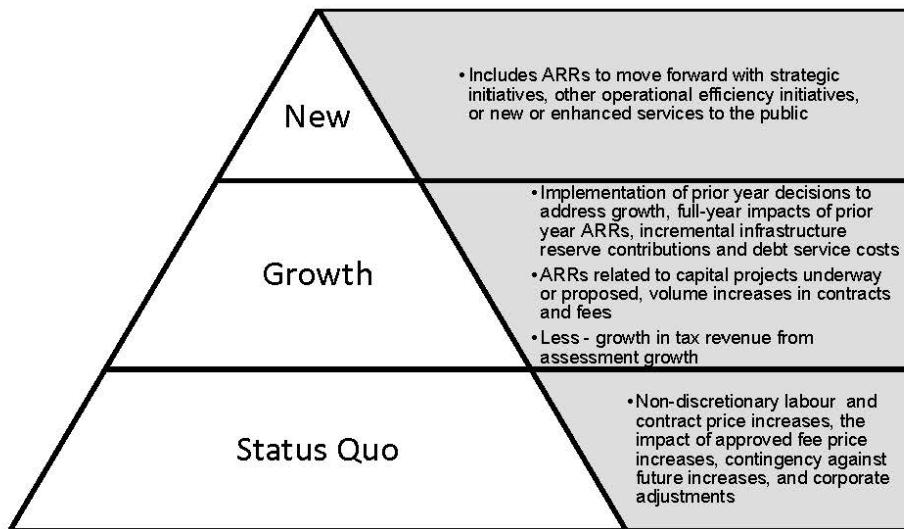
A more detailed Financial and Business Planning Timetable is provided to assist departments allocate time for departments to focus on specific process components.

Conceptual Budget Framework

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

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

The illustration below provides a visual representation of this Conceptual Budget Framework:



Applying the Budget Framework

Status Quo

Preliminary department budgets will be set at the forecast from the Approved 2016 Budget and Recognized 2017-18 Plan. The expenditure reduction target of 1 per cent will be budgeted in the Deputy City Manager and Office budgets to be reallocated at the discretion of the Deputy City Managers and Office heads.

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

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

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

As noted, price increases are expected to be absorbed within overall department budgets through offsets or efficiencies. In rare cases where extraordinary price increases cannot be fully offset, portfolio and office heads may consider inter-departmental reallocations to offset these increases.

User Fees and other non-tax revenue

In addition to tax-supported services, many services provided by the City are fully or partially funded through fees charged to users. Other sources of non-tax revenue include fines and penalties. For many of those revenue sources, Council has set cost recovery targets that departments are expected to be moving towards. In 2016, four user fee reviews have been completed and the resulting recommendations should be incorporated into the 2017-18 Plan.

For the 2017 financial planning process departments that already charge fees or are considering the implementation of new charges, departments are expected to consider the following measures when developing their budget submission:

- Increase fees and other charges in-line with cost increases faced by the City, at a minimum. For 2017 these increases should be three per cent to ensure that there is no erosion of cost recovery ratios.
- Where cost recovery ratios are less than the targets set by Council, submit a business case for how the department could move to the target over the next three years or with a recommendation to change the target.
- Where there is no current cost recovery target, either a business case recommending the creation of a target or a timeline for reviewing the fees and charges to develop a target.
- Ensure that services or cost-sharing opportunities with other municipalities are fully cost-recovered
- Identify and submit business cases for the implementation of new user fees, and service charges opportunities, including recommendations on appropriate cost-recovery targets.

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

Note: Departments should consult with the Office of the City Solicitor prior to including any new fees to ensure that all regulatory and legislative requirements to implement the proposed user fee are in place. Proposed new user fees that have not been vetted by the City Solicitor should not be included as a part of the department's revenue plan.

Growth

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

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

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

New

The City faces a variety of budget pressures related to citizens' expectations for enhanced services and operational efficiency initiatives. As introduced during the 2016 budget process, non-growth related ARRs may only be submitted if they can be fully offset from expenditure savings or additional non-tax revenue over and above the preliminary budget reduction target. Offsets should be identified within a department wherever possible but may include inter-department offsets within a Portfolio/Office.

In rare cases, where a proposed new expenditure cannot be offset, Deputy City Managers and Office heads may propose the ARR for the Corporate Management Team's (CMT) consideration. Only ARRS that can be accommodated from within the tax rate increase of maximum of three percent will be proposed to Council.

Guidelines for Additional Resource Requests (ARRs)

If departments choose to submit ARRs, a separate business case must be submitted detailing links to the Term of Council Service Excellence Strategy Map, costs, benefits, implications, success indicators, timelines, capital implications and project references, etc. All ARRs, whether growth-related or new will only be included in the budget recommendation to the Committee if the City's budget reduction target has been met. Growth-related and new ARRs will be evaluated through separate staff processes.

ARR business cases must be submitted for new staff requests, proposed increases in service levels, or new or transformational initiatives. Requests are limited to items with a gross cost in excess of \$10,000, and should be fiscally neutral. Offsets should be identified within a department wherever possible but may include inter-department offsets within a Portfolio/ Office.

In rare cases, where a proposed new expenditure cannot be offset, Deputy City Managers and Office heads may propose the ARR for the Corporate Management Team's (CMT) consideration. Only ARRS that can be accommodated from within the tax rate increase of maximum of three percent will be proposed to Council.

Savings Initiatives

A preliminary expenditure savings target of 1 per cent has been incorporated into the 2017 fiscal plan. Deputy City Managers and Office heads are encouraged to work with their management teams to explore all possible savings initiatives with the goal of limiting any impact on the programs and services that the City's residents and businesses rely on. It is encouraged that initiatives identified generate longer term efficiencies that will help to put the City on a sustainable financial path that meets Council's objective to keep tax rate increases in Vaughan at one of the lowest rates in the GTA.

It should be noted that savings targets could be adjusted as the results of fee reviews are incorporated into forecasts. Savings targets could also require adjustment as staff identify and develop specific efficiency and service improvement initiatives or as a result of revised tax revenue forecasts.

Capital Plan Guidelines

The 2017-18 Capital Plan was developed in alignment with the Term of Council Service Excellence Strategy Map. Each capital project has been linked to an initiative under the Term of Council Priorities or Service Excellence Strategic Initiatives. Proposed additions to the capital plan will also need to be aligned to the Term of Council Priorities or Service Excellence Strategic Initiatives. In addition, the pressures of new initiatives, maintaining existing infrastructure and growth requirements will need to be balanced against available funding, the impact on future operating plans and the staff resources to undertake and manage capital projects.

Alignment of Scope and Project Budget

The objective of the guidelines is to build a responsible Capital Plan that is in alignment with the Strategy Map, allocates resources in a way that balances needs and aspirations of the present while meeting the requirements of longer term sustainability.

Departments should review all open and recognized capital projects to ensure the project scope continues to align with the required works to be completed and to ensure that the requested funding is in alignment with what is needed to deliver a completed project. Capital project scopes should be revised to account for any changes to the purpose or requirements of the project. The capital project funding should be amended to account for any costing changes as a result of detailed design completion or project scope amendments. Capital funding requirements should be cash flowed to align funding requirements with the progression of the works completed.

Capital Project Definition:

- A gross cost exceeding \$20,000; and
- For the purpose of constructing, acquiring or improving lands, buildings, engineering services, machinery and equipment or furniture and fixtures. The project must be undertaken for the purpose of providing municipal services, have a lasting benefit beyond one year and/or extend the life of the asset. Projects should incorporate all costs associated with getting the project ready for its intended use (i.e. license costs, survey costs, etc). Expenditures for regular repair or maintenance designed to maintain an asset in its original state are not a capital expenditure; or
- A non-capital expenditure that is related to planning for growth (i.e. planning studies, master plans, etc); or
- A non-capital expenditure that is time-limited or one-time in nature such as a major process improvement initiative that may have a technology component.

Identifying Funding Sources

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

- Development/Special Area Charges Reserves
- Infrastructure Renewal Reserves
- Other Discretionary Reserves
- Grants and Other External funding sources
- Debenture or other financing sources
- Capital from Taxation

Operating Costs Associated with Capital

Incremental operating costs associated with a proposed capital projects, must be identified and be able to be absorbed within the fiscal plan. Growth-related infrastructure should be staged so that related operating costs can be accommodated from assessment growth and user fee volume increases. If the associated operating costs are anticipated to begin in the four year budget period, an ARR is required. If the operating costs are anticipated to begin beyond the four year budget period, these costs should be identified, even if at a high level.

Capital from Taxation

The Capital from Taxation preliminary envelope for 2016 – 18 is consistent with the Recognized 2017-18 Plan but will be subject to change as the budget is refined.

Business Planning

Strategic Planning will support departments to prepare their business plans. A streamlined business planning template will be distributed to departments with the detailed instructions. Budget submissions should demonstrate alignment with department business plans. The 2017 Budget and 2018 Plan will include a summary of each department's key commitments for 2017-2018.

Financial and Business Plan Timetable

This timetable has been developed to target a meeting of Special Council in early December 2016. The submission process will occur in three steps. The overall intent is to layer the submission process and allocate time for departments to focus on specific process components. This in turn will allow adequate time for submission review and feedback. The submission process stages are as follows

1. May thru July – Departments develop business plans with support from Strategic Planning
2. End of July – Validate and submit base plans, including savings initiatives
3. Mid August – submit ARRs, capital requests, and any additional savings initiatives

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

Draft 2017 Budget 2018 Plan

City of Vaughan 2017 - 2018 Budget Process Timetable	
Dates	Activity
May 2, 2016	Financial and Business Planning Guidelines
May 6, 2016	Financial and Business Planning Instructions Issued To Departments
July 29, 2016	Base Financial and Business Plan Submissions
May - July, 2016	Departments develop business plans with support from Strategic Planning
July - August 2016	CMT Updates 2017-18 Financial Plan
August 12, 2016	Final DCM/Office signed Budget Submissions
August 15-26 2016	FP&DF review and analysis
August 15-26 2016	Preparation of DCM/Office City Manager Updates
August 29 – September 16, 2016	City Manager Updates
November 2016	Finance, Administration and Audit Committee Deliberations
December 2016	Special Council Meeting with Public Input (Public notice requirement is 14 days)

10.2 Financial Policies

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

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

- strong reserve balances
- Vaughan's financial position per capita is one of the lowest in the province
- sound investment portfolio
- low debt (well below the provincial limit)
- excellent credit rating and access to short term borrowing
- one of the lowest tax rates in the GTA

Without sound financial management, tax increases would be much higher.

1. Accrual Basis of Accounting (Public Sector Accounting Board)

The City of Vaughan prepares its financial information in accordance with generally accepted accounting principles (GAAP) for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants (CICA). Sources of financing and expenditures are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they are earned and measured; expenditures are the cost of goods and services and are recognized when acquired in the period whether or not payments have been made or invoices received.

The basis of budgeting differs from the basis of accounting, in that Ontario Regulation 284/09 permits municipalities to exclude costs associated with amortization, post-employment benefits costs and landfill closure/post-closure costs, provided their exclusion is reported to Council. This regulation is in place largely because the inclusion of these costs would generate an immediate and significant tax rate pressure. Going forward, Council will need to determine how to deal with these gaps and phase the impacts of these costs.

2. Balancing the Budget (*Municipal Act*)

This policy is mandated by the *Municipal Act* to prevent municipalities from engaging in deficit spending. The policy mandates that the City's annual budget will be balanced ensuring the total sum of funds to be collected will match the total amount to be spent.

3. Financial Planning (Adopted 1996)

Deciding how to distribute limited financial resources effectively is a very important and challenging task. Financial planning consolidates the City's strategic initiatives, master plans and general operational/capital requirements into a single process to provide key decision makers with a clear view of future pressures, implications and funding requirements. This is a key financial management tool that greatly aids in providing Vaughan with a vision into the future, allowing Vaughan to react early to pressures.

In November 2012, Council was presented with the Financial Master Plan. As a result of the financial master planning efforts undertaken, 22 recommendations were developed and organized into four classifications: Future Based Organization, Sustainability, Infrastructure and Post-Retirement Benefits, and Administration. These recommendations are intended as high level principle actions the City should endorse and move towards.

4. Utilizing Prior Year Surpluses (Adopted 2012)

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

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

5. Consolidated Reserve Policy (Adopted 2012)

The City has established a number of reserves to help manage municipal finances and protect against the potential need to reduce service levels or raise taxes due to temporary revenue shortfalls or unexpected expenditure increases. The Consolidated Reserve Policy consists of two sections. The first section is the policy section, which provides an overview and guidance on general principles and topics that apply to all reserve funds. These topics include:

- Reserve fund classifications and types
- Guiding principles
- Reserve contributions
- Operating surplus and reserve balances exceeding target
- Interest
- Withdrawal/transfers
- Temporary reserve borrowing
- Reserve levels and targets
- Reserve development or policy amendments
- Monitoring and reporting
- Policy review

The second section, titled Policy Appendix, provides more detailed guidance related to specific reserve funds. Due to the number of reserve funds, it was necessary to organize reserves into categories and types. For each category and type, an overview was developed and, where possible, similar policy traits were consolidated and summarized. Where applicable, for each reserve the following detail was illustrated:

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

6. Infrastructure Life Cycle Contributions (Adopted 2012)

Vaughan will continue to experience growth over the next number of years, and as a result of that growth, there will be significant new investments in infrastructure funded primarily by development charges. As Vaughan's infrastructure ages, continued investment is required to ensure the City's assets are maintained in a state of good repair. The future condition and state of municipal infrastructure is an important factor in assessing a community's overall quality of life and economic health. Consequently, it is vital to plan for this eventuality and to ensure the City can protect and sustain the foundation of our community. Given this current situation, it is increasingly important that new infrastructure coming on board does not compound the current infrastructure challenge.

Overall the philosophy presented is twofold:

- 1) When new infrastructure is approved, an annual contribution based on lifecycle replacement principles is added to the operating budget for replacement purposes.
- 2) An inflationary adjustment will be added annually to contributions based on historical costs to ensure contributions keep pace with future values.

7. One-time Funding Sources (General Practice)

One-time funding sources are matched to one-time costs to ensure operations continue to be funded by permanent and sustainable funding sources.

8. Cash Management – 50% discretionary reserve policy (Adopted 1995)

This policy requires that the total sum of discretionary reserve balances are maintained at minimum 50% of total City revenues in order to safeguard against economic downturns and finance operations internally. This ratio is a strong indicator of Vaughan's financial health.

9. City of Vaughan Investment Policy (Adopted 2015)

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

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

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

10. Containing Debt (Adopted 1996)

The Debt Policy sets limitations on the use of debt in order to retain financial flexibility by avoiding long-term commitments and the high cost of interest. The policy limits debt to a maximum of 10% of total City revenue; significantly lower than the Province's 25% maximum allowable rate. The 2017 Budget and 2018 Plan shows debt as a total of City revenue of 6.3 per cent, 5.9 per cent, 4.3 per cent, and 4.4 per cent for the years 2015-18 respectively.

11. Continuous Improvement (General Practice)

Another cornerstone of strong financial management is continuous improvement. The City strives to continuously challenge status quo, to do more with less and to improve the ways in which it provides community services. To this end, the City aims to make improvements through the efforts of the Key Priorities and Initiatives Committee, commission of Corporate and Strategic Services, and Innovative and Continuous Improvement department initiatives.

12. Revenue Recovery Targets (Various policies)

In general, user charges are used to fund programs or services where specific individual benefits are received. The majority of revenue generating departments have conducted

a number of in-depth studies, all resulting in the development of cost recovery policies, principles and targets endorsed by Council. These policies account for over 85% of all user charge revenues.

13. New Complement

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

14. Consolidated Purchasing Policy (Adopted 2012)

The purposes, goals and objectives of the Purchasing Policy and of the procurement procedures authorized herein are:

- To ensure fairness, objectivity, accountability and transparency in an efficient procurement process
- To obtain high quality goods, services or construction at a cost that provides the best value to the City
- To encourage competition among bidders
- To take into account environmental and ethical considerations in purchasing decisions where possible by having regard for the City's Green and Ethical Procurement Policy

15. Council Expenditure Policy (Adopted 2010)

This policy guides the expenditures that support councillors in performing their diverse roles and in representing their constituents. The approved Councillor budgets allow councillors to administer their offices and represent the City at functions or events. This policy is intended to:

- Provide councillors with the ability to allocate resources in the most efficient way to meet their own particular requirement
- Identify the process that councillors and their staff use to administer their budgets
- Recognize Councillors' accountability for managing City resources allocated to them
- Provide specific and clear direction regarding diverse expenses, clarifying what expenses are eligible and ineligible, along with some narrative

16. Tangible Capital Asset Policy (Under development)

A draft policy is in development to formalize current practices and provide guidance regarding Tangible Capital Asset (TCA) accounting and associated financial reporting.

17. Capital Project Financial Administration and Reporting Policy (Adopted 2013)

The Capital Project Financial Administration and Reporting Policy provides guidance and control related to capital project governance and assurance. The policy provides guidance regarding the approach to capital project control, flexibility to manage operational circumstances, authorization and resolution of common issues, and status reporting. Status reporting is accomplished with a standardized reporting template completed by the project manager with the assistance of finance staff.

18. Funding Innovation

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

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

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

10.3 Additional Resource Requests

Following are the detailed Additional Resource Requests that have been included in the DRAFT 2017 Budget and 2018 Plan.

Draft 2017 Budget 2018 Plan

Department	Description	Index #	Net FTE	Total Cost	Total Offset	Net \$
Community Services						
By-Law & Compliance, Licensing and Permit Services	Special Enforcement Officers	040-01-2017	2.00	217,064	217,064	0
Community Development & Events	Graphic Artist (Part time)	210-01-2017	0.69	40,631	40,631	0
Fire and Rescue Services	Assistant Deputy Fire Chief	100-01-2017	1.00	181,143	0	181,143
	STN 74 - 4 Captains (2nd Contingent)	100-06-2017	4.00	140,117	0	140,117
	STN 74 - 6 Firefighters (2nd Contingent)	100-05-2017	6.00	136,170	0	136,170
	Plan Review Building Technologist	100-02-2017	1.00	97,561	97,561	0
	Total		14.69	812,686	355,256	457,430
Office of Corporate Initiatives & Intergovernmental Relations						
Office of Corporate Initiatives & Intergovernmental Relations	Intergovernmental Specialist	022-02-2017	1.00	130,172	0	130,172
			1.00	130,172	0	130,172
Office of the Chief Financial Officer/City Treasurer						
Financial Planning & Development Finance	Development Finance Coordinator	078-01-2017	1.00	100,933	100,933	0
	Total		1.00	100,933	100,933	0
Legal & Human Resources						
Office of the Chief Human Resources Officer	Business Analyst HR Talent Management Systems and Licensing Costs	090-04-2017	1.00	128,502	0	128,502
	Human Resources Administrative Coordinator	090-01-2017	1.00	96,931	0	96,931
Office of the City Solicitor	Real Estate Appraiser/Negotiator	080-01-2017	1.00	128,704	115,704	13,000
	VMC Project Manager Positions	080-01-2017A	1.00	203,187	203,187	0
		080-01-2017B	1.00	102,531	102,531	0
	Total		5.00	659,855	421,422	238,433
Office of the Chief Information Officer						
Information Technology	OCIO Service Contracts - Growth	050-03-2017	0.00	361,767	0	361,767
	OCIO Service Contracts - New	050-04-2017	0.00	581,628	0	581,628
	Mobile Operating Fund - Asset Management	050-08-2017	0.00	53,400	0	53,400
	Total		0.00	996,795	0	996,795
Planning and Growth Management						
Building Standards	Supervisor of Plans Review (2)	110-02-2017	2.00	276,556	276,556	0
	Zoning Plans Examiner	110-01-2017	1.00	105,855	105,855	0
Development Engineering & Infrastructure Planning	Development Engineer - Intensification/Greenfield	130-06-2017	1.00	134,251	134,251	0
	Municipal Inspector Service Connections	130-04-2017	1.00	118,805	118,805	0
	Project Manager - Infrastructure Planning (2 Yr Contract)	130-05-2017	1.00	115,227	115,227	0
	Project Manager - Rapid Transit (2 Yr Contract)	130-02-2017	1.00	131,027	131,027	0

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Department	Description	Index #	Net FTE	Total Cost	Total Offset	Net \$
	Project Manager - Regional Express Rail (3 Yr Contract)	130-03-2017	1.00	131,027	131,027	0
	Project Manager - Transportation Development	130-01-2017	1.00	149,151	149,151	0
Development Planning	Clerk Typist (Part Time)	181-01-2017	0.69	33,575	33,575	0
	Heritage Architect	181-02-2017	1.00	138,287	138,287	0
Economic Development & Culture Services	Event Coordinator (Part Time, 1 yr contract)	125-02-2017	0.69	49,965	49,965	0
	International Business	125-01-2017	0.00	35,000	0	35,000
Policy Planning & Environmental Sustainability	Project Manager, New Community Areas Block 27 (1 yr contract)	185-01-2017	1.00	164,343	164,343	0
	Sustainability Coordinator - Energy Manager (4 yr contract)	122-01-2017	1.00	113,695	113,695	0
	GIS Manager, Municipal Comprehensive Review (2 yr contract)	185-02-2017	1.00	169,072	169,072	0
	Total		14.38	1,865,836	1,830,836	35,000
Public Works						
Environmental Services	Waste Management Coordinator (1 yr contract)	155-01-2017	1.00	98,739	0	98,739
Infrastructure Delivery	Project Manager	135-02-2017	1.00	103,669	0	103,669
	Project Manager - VMC Edgeley Pond (2 Year Contract)	135-01-2017	1.00	104,069	104,069	0
Transportation Services, Parks & Forestry Operations	Afternoon Supervisor	205-01-2017	1.00	132,277	0	132,277
	Total		4.00	438,754	104,069	334,685
Transformation & Strategy						
Transformation & Strategy	Manager of Community Engagement	024-01-2017	1.00	179,778	0	179,778
	Total		1.00	179,778	0	179,778
2017 Total ARRs			41.07	5,184,809	2,812,516	2,372,293
Community Services						
Facility Maintenance Services	Increase General Maintenance For Vellore Village Library South	160-02-2018	0.00	22,800	22,800	0
	Increase Maintenance to reflect New Stn 7-4	160-01-2018	0.00	38,471	17,740	20,731
Fire and Rescue Services	STN 76 - 10 Firefighters (1st Contingent)	100-09-2018	10.00	390,325	0	390,325
	Total		10.00	451,596	40,540	411,056
Vaughan Public Libraries						
Vaughan Public Libraries	VVSL Library - Operations	220-04-2018	0.00	153,600	24,000	129,600
	VVSL Library - Staffing	220-05-2018	4.00	362,443	0	362,443
	VVSL Library - Staffing	220-06-2018	2.75	161,348	0	161,348
	VVSL Library - Staffing	220-07-2018	3.26	111,794	0	111,794
	Total		10.01	789,185	24,000	765,185
2018 Total ARRs			20.01	1,240,781	64,540	1,176,241

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CITY OF VAUGHAN 2017-2020 OPERATING BUDGET								
ADDITIONAL RESOURCE REQUEST								
Request Title	Special Enforcement Officers (limit 70 Characters)							
Business Unit #	080142							
Department	By-Law & Compliance, Licensing & Permit Services							
Term of Council Service Excellence Strategy Map	Continue to ensure the safety and well-being of citizens							
Tied to a Capital Project	No	Project						Approved/ Recognized
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation						
ARR Type	Growth		Labour/Non-Labour		Labour			
Annual Budget Change Summary								
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total	
Staffing								
Complements	2.00	-	-	-	2.00	-	2.00	
Net FTE's	2.00	-	-	-	2.00	-	2.00	
Operating Revenue	-	-	-	-	-	-	-	
Operating Costs								
Staffing & Benefits	189,994	-	-	-	189,994	-	189,994	
Other continuous costs	11,600	-	-	-	11,600	-	11,600	
One-time expenses	15,470	(15,470)	-	-	-	-	-	
Offsets/reductions	(217,064)	-	-	-	(217,064)	-	(217,064)	
Net Operating Budget	\$ -	\$ (15,470)	\$ -	\$ -	\$ (15,470)	\$ -	\$ (15,470)	
Associated Capital Costs	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ 60,000	
Request Description: Please provide a brief description of the request. (limit 1,325 characters)								
<p>With ongoing development, growth in the number of businesses (of 50% since SEU was created in 2005) and an increase in City parks (of 35% since 2005) and major recreation facilities (of 25% since 2005), there has emerged a growing pressure to adequately enforce City regulations that protect health and safety and address public nuisances. This need will be more acute with the development of the VMC and the Hospital, the opening of the TTC subway in late 2017, the emerging business trends of the sharing economy, such as the proliferation of ride-sharing services like Uber, the roll-out of the City's secondary suite policy, and the increasing need to license and regulate new categories of businesses, such as pavers, landscapers, and renovators. Staff propose to hire two full-time Special Enforcement Officers. These new positions will be used in a broad enforcement role, but will primarily be responsible for providing park and facility patrols, licensing enforcement, parking enforcement, and Council security, as required. Additional parking tag revenue generated will largely offset the cost. Better licensing and renewal rates, resulting in higher revenue, will also help to offset some of the cost.</p>								
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)								
<p>This request has a direct impact on ensuring the safety and well-being of citizens (by providing patrolling and enforcement services to parks and City facilities, and by providing business licensing enforcement). The Special Enforcement Unit is instrumental in providing the breadth and scope of enforcement expertise required to deal with emerging issues such as secondary suites, the sharing economy, and special initiatives.</p>								
Describe how this request relates to Departmental Business Plan. (limit 720 characters)								
<p>The Department is intending to introduce new categories of licences in 2017. SE Officers will be a key component of any successful roll-out, as awareness and notification efforts can only be successful if there is a credible compliance strategy in place. The Department is also intending to be more proactive in obtaining business licence renewals and Officer follow-up will be key in raising renewal rates. Increasing intensification and related parking challenges will also be more effectively addressed through the additional enforcement. As by-laws continue to be reviewed, through the City's By-law Strategy, and amended, adequate enforcement will be key in ensuring that new regulations are effective.</p>								
Indicate any impacts this request will have on other departments.								
Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters)						
Information Technology	Other:							
X Human Resources	Other:							
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)								
<p>If not approved, the Department's capacity to respond to issues will continue to be compromised as more parks and community facilities are brought on line and more businesses become licensed.</p>								
Financial Planning & Development Finance Only QuesticaBudget Change Request: _____ Included in Draft Budget: _____ Approval Received: _____								

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Request Title	Special Enforcement Officers			(limit 70 Characters)
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
Is this the first year of implementation? <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Special Enforcement Offic			
Estimated start date				
# of positions requested	2.00			2.00
Full-time equivalents (FTEs)	2.00			2.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	80142			
Grade level	I			
Est. starting step	Start			
Desktop (HR) Review Performed?	N/A			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	Yes			
Blackberry/Cell Phone Required?	Cell Phone			

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CITY OF VAUGHAN 2017-2020 OPERATING BUDGET								
ADDITIONAL RESOURCE REQUEST								
Request Title	Part-time Graphic Artist (limit 70 Characters)							
Business Unit #	210001	Cultural Services - Admin						
Department	210 - Community Development & Events							
Term of Council Service Excellence Strategy Map	Support and promote arts, culture, heritage and sports in the community							
Tied to a Capital Project	<input type="checkbox"/>	Project						Approved/Recognized
Legal/Regulatory Requirement	<input type="checkbox"/>	Indicate the Statute or Regulation						
ARR Type	<input type="checkbox"/>		Labour/Non-Labour		<input type="checkbox"/>			
Annual Budget Change Summary								
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total	
Staffing								
Complements	1.00	-	-	-	1.00	-	1.00	
Net FTE's	0.69	-	-	-	0.69	-	0.69	
Operating Revenue	-	-	-	-	-	-	-	
Operating Costs								
Staffing & Benefits	40,631	-	-	-	40,631	-	40,631	
Other continuous costs	-	-	-	-	-	-	-	
One-time expenses	-	-	-	-	-	-	-	
Offsets/reductions	(40,631)	-	-	-	(40,631)	-	(40,631)	
Net Operating Budget	\$ 0	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ 0	
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Request Description: Please provide a brief description of the request. (limit 1,325 characters)								
<p>Due to the volume of work, the Marketing Services Division in Recreation Services is in need of an additional part-time Graphic Artists to meet the marketing and promotional demands of the various services within recreation including 10 community centres, 6 indoor pools, 6 fitness centres, an outdoor pool and a theatre. This also includes marketing and promotional materials for departmental service divisions, primarily the Events Division and producing the creative for the Vaughan Celebrates program (eg. Canada Day, Concert Series, Winterfest, park and facility openings etc). The 2015 realignment of staff saw a reduction of staff resources (2 full time and 2 part time) in this area.</p> <p>The Marketing Service Division produces over 1000 promotional tactics per year and is an integral component of ensuring our services are promoted in order to general revenue and ensure service excellence to our citizens/customers. The area also manages the Recreation Services website that is front facing to our clients in communicating community information and recreation programs and services.</p>								
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)								
<p>The request will assist in the delivery of service excellence by impacting citizens' experience, ensuring consistent effective service, and in effect, demonstrating to our citizens value for their money (tax dollars). Recreation Services is a front facing and first line of contact for our citizens and customers and therefore ensuring our marketing and promotions are professional and effective is important in delivery Service Excellence to our community.</p>								
Describe how this request relates to Departmental Business Plan. (limit 720 characters)								
Indicate any impacts this request will have on other departments.								
Facility Maintenance Services	<input type="checkbox"/>	Legal	Type of consultation: (limit 200 characters)					
Information Technology	<input type="checkbox"/>	Other: _____						
Human Resources	<input type="checkbox"/>	Other: _____						
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)								
<p>The demands for creative, promotional and marketing material by our staff/department cannot be met. This will impact in a negative way our ability to be effective in our operations and in generating revenue for the City.</p>								
Financial Planning & Development Finance Only Questica Budget Change Request: _____ Included in Draft Budget: _____ Approval Received: _____								

Draft 2017 Budget 2018 Plan

Request Title	Part-time Graphic Artist (limit 70 Characters)			
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
Is this the first year of implementation? <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Graphic Artist			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	0.69			0.69
Position type	Part-time			
Position agreement classification	Part Time Salary			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	210001			
Grade level	5			
Est. starting step	Start			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			

Draft 2017 Budget 2018 Plan

100.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Assistant Deputy Fire Chief (limit 70 Characters)						
Business Unit #	100001	Fire & Rescue Services-Admin.					
Department	100 - Fire and Rescue Services						
Term of Council Service Excellence Strategy Map	Continue to ensure the safety and well-being of citizens						
Tied to a Capital Project	No	Project	Approved/ Recognized				
Legal/Regulatory Requirement	Yes	Indicate the Statute or Regulation Bill 181					
ARR Type	Growth		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	186,573	-	-	-	186,573	-	186,573
Other continuous costs	11,970	-	-	-	11,970	-	11,970
One-time expenses	2,600	(2,600)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 181,143	\$ (2,600)	\$ -	\$ -	\$ 178,543	\$ -	\$ 178,543
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
A management position, with a direct report to the Fire Chief. Responsibilities include evaluating ongoing department programs and supervision of staff. Assists in recruiting and establishing policy, regulations and procedures along with preparing confidential administrative and operational reports, records and correspondence. Recommends programs and implements approved major projects. Prepares budgets for all divisions, prepares tender documents for purchases, establishes new procedures and policies, and is responsible for research, planning, scheduling, organizing and exercises considerable independence of judgement and action in carrying out assignments in accordance with departmental policies, plans and objectives. Liaison with Federal, Municipal and Provincial authorities and other external agents on matters related to the department. Establishes and promotes effective public relations for the department - primary liaison for all internal departments with a focus on Human Resource confidential personnel matters. Ability to establish and maintain effective working relationships with staff, business officials and the general public. Facilitates innovation and results orientated. Collects, analyze and reports statistics through the Performance Measurement Dashboard and submits data to the OFMEM as legislatively required.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
This will help meet the term of council priorities; to ensure the safety and well-being of citizens as well as to continue to advance a culture of excellence in governance.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
This position would assist the Fire Chief with overall administration of a multitude of projects and programs and budget coordination, linked to the Fire Master Plan initiative. Collection and analyzing statistics would allow for more accessible data and the development of strategic enablers of quality NFPA compliant municipal fire service delivery. This position develops, proposes, and maintains department wide policy, procedures and standards, and evaluates compliance. Fire Administration has only four people outside of the bargaining unit managing over 300 staff members, however the FPPA indicates 5 management staffs appropriate for this size. This role will assist with confidential projects which is essential for the successful operation of the office.							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services	Yes	Legal	Type of consultation: (limit 200 characters)				
Information Technology		Other:					
Human Resources	Yes	Other:					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
The impact and consequence of not establishing this position would increase the burden and stress level of the Fire Chief and Deputy Fire Chiefs. There is a significant need for a strong management team outside of the bargaining unit in order to properly administer policies and procedures to all staff. An effective hierarchy is vital to the efficient operation of the VFRS. Currently there are only 4 management members outside of the bargaining unit managing 300+ personnel within VFRS, however the FPPA advocates 5 management positions for a staff this size.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:		Included in Draft Budget:			Approval Received:		
Implications/Consequences (If request not approved)							

Draft 2017 Budget 2018 Plan

Request Title (limit 70 Characters)				
Assistant Deputy Fire Chief				
Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? Yes <input type="checkbox"/> If yes, Type: Legislative <input type="checkbox"/>				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 650 characters)				
The position is directly related to Bill 81 - Workplace Safety and Insurance Amendment Act. Data must be extrapolated for legislative reporting requirements and ensuring performance standards are met, imposed by a number of agencies; NFPA, OFMEM, City of Vaughan Response Standard, and the MOL(OHSA).				
Is this the first year of implementation? Yes <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Essential to follow legislation, rules and regulations, policies and procedures, guidelines Fire Protection and Prevention Act, National Fire Protection Association and updates, Occupational Health and Safety, Ministry of Labour, Provincial Offences Act, Ontario Fire Service Standards, Ontario Fire Marshal's Curriculum and Bill 81 - Workplace Safety and Insurance Amendment Act and the Vaughan Professional Firefighters Collective Agreement. This position will also be managing the procurement policies as they pertain to the department. The inability to provide documentation annually (OFMEM), or during an audit (MOL, OH&S) puts significant liability on the corporation.				
Risk Management <small>(Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)</small>				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Litigation	High	\$100,000	Failure to meet legislative requirements OHSA& MOL (provide competent supervisor) presently three non unionized managers for 330 staff.	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Assistant Deputy Fire Chief			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	100001			
Grade level	10			
Est. starting step	1			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	Blackberry			

Draft 2017 Budget 2018 Plan

100.05.2017 / 100.06.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	STN 74 - 6 FIREFIGHTERS & 4 CAPTAINS (2nd Contingent)					(limit 70 Characters)	
Business Unit #	100179	Fire Operations					
Department	100 - Fire and Rescue Services						
Term of Council Service Excellence Strategy Map	Continue to ensure the safety and well-being of citizens						
Tied to a Capital Project	Yes	Project FR-3582-16 - Reposition Stn 74 Building and Design				Approved/Recognized	A
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation					
ARR Type	Growth		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	10.00	-	-	-	10.00	-	10.00
Net FTE's	10.00	-	-	-	10.00	-	10.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
	Gapped Sept 1						
Staffing & Benefits	396,515	-	-	-	396,515	-	396,515
Other continuous costs	21,630	-	-	-	21,630	-	21,630
One-time expenses	56,400	(56,400)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 474,545	\$ (56,400)	\$ -	\$ -	\$ 418,145	\$ -	\$ 418,145
Associated Capital Costs	\$ -	\$ 5,767,083	\$ -	\$ -	\$ 5,767,083	\$ -	\$ 5,767,083
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
<p>The VFRS Senior Command Team recommends placing an apparatus in service at Station 7-4. The ability for VFRS to maintain adequate response targets is taxed by intensification, population density, and traffic patterns, a fully staffed crew is required to ensure response capabilities are improved. The VFRS request 16 Firefighters & 4 Captains to staff an apparatus in the Huntington Road and Nashville area. Demand for emergency service has outgrown VFRS ability to respond effectively in the north west quadrant of the city and a significant risk develops when secondary apparatus is required to provide coverage. By response analysis, it is evident that VFRS cannot meet industry benchmarks (NFPA 1710) and the Council approved response standard on a consistent basis as required. With the decommissioning of St. # 74 Volunteers in 2013, the strategic positioning and availability of this engine is significantly important to VFRS' operational readiness'. Given VFRS response criteria, Sr. Command determined that an engine is most appropriate for this area.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
This request for additional staffing and equipment specifically supports the City's goals of continuing to ensure the safety and well-being of citizens							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
The proposal is supported by the City-wide Risk Assessment as well as response time standards. Performance indicators -meet VFRS Critical Task Analysis benchmark - OFM Public Safety Guideline 04-08-10 - VFRS Response Approved Response Standard meet response travel time in municipality as detailed in NFPA 1710 (standard required for firefighters to respond to 90% of incidents within 4.00 minutes travel time. 8.00minute travel time is required for second response. This ensures a sufficient number and type of apparatus are on scene within accepted, safe time frames to provide fire suppression capability.							
Indicate any impacts this request will have on other departments.							
	Facility Maintenance Services	Yes	Legal	Type of consultation: (limit 200 characters)			
	Information Technology		Other:				
Yes	Human Resources		Other:				
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
Failure to provide timely, effective response may result in serious injuries, escalated fire loss & overall public dissatisfaction. Compliance success requires improvement in North West portion of the city - PFSG 04-08-10, VFRS Response Standard, and VFRS Critical Task Analysis benchmark							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	

Draft 2017 Budget 2018 Plan

Request Title	STN 74 - 6 FIREFIGHTERS & 4 CAPTAINS (2nd Contingent)			(limit 70 characters)
Implications/Consequences (if request not approved)				
Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 550 characters)				
The external stakeholders include the citizens and business of Vaughan's west growing development. The internal stakeholders include the Fire Service, Firefighters and the Civic Administration. Internal and External stakeholders are impacted by improved response time and resource availability enhancing fire ground safety, meeting Ontario Fire Marshal fire ground staffing requirement, VFRS Response Standard, VFRS Critical Task Analysis benchmark and NFPA 1710 Standard that is generally applied in all provinces identifying response time, staff distribution, and task performance for the firefighting personnel.				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Health and Safety	High	>\$1,000,000	Deficiency in primary response directly impacts health & safety of emergency responders & those requiring emergency service.	
Insurance	High	>\$1,000,000	Occupational Health and Safety Act. Insurance Grading from Underwriter's will decrease resulting in higher insurance rates for business and commercial.	
Litigation	Medium	>\$1,000,000	Litigation for inadequate response is likely, financial & professional consequence can be severe.	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017	2017		
Position title	Firefighters	Captains		
Estimated start date	September 1, 2017	September 1, 2017		
# of positions requested	6.00	4.00		10.00
Full-time equivalents (FTEs)	6.00	4.00		10.00
Position type	Full-time	Full-time		
Position agreement classification	VPFFA-Fire	VPFFA-Fire		
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	100179	100179		
Grade level	Firefighter	Captain		
Est. starting step	1	Year 1		
Desktop (HR) Review Performed?	Yes	Yes		
B&F Accommodations Available?	Yes	Yes		
Desktop Computer or Laptop required?	Desktop	Desktop		
Fleet Vehicle Required?	No	No		
Blackberry/Cell Phone Required?	No	Blackberry		

Draft 2017 Budget 2018 Plan

100.02.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	<input type="text" value="Plan Review Building Technologist"/>					(limit 70 Characters)	
Business Unit #	<input type="text" value="100178"/>	<input type="text" value="Fire Prevention"/>					
Department	<input type="text" value="100 - Fire and Rescue Services"/>						
Term of Council Service Excellence Strategy Map	<input type="text" value="Continue to ensure the safety and well-being of citizens"/>						
Tied to a Capital Project	<input type="checkbox"/> No	<input type="checkbox"/> Project	<input type="text"/>				Approved/ Recognized
Legal/Regulatory Requirement	<input type="checkbox"/> Yes	Indicate the Statute or Regulation <input type="text" value="O.Reg 332/12 Division C, Article 1.3.1.3"/>					
ARR Type	<input type="checkbox"/> New		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	90,741	-	-	-	90,741	-	90,741
Other continuous costs	4,220	-	-	-	4,220	-	4,220
One-time expenses	2,600	(2,600)	-	-	-	-	-
Offsets/reductions	(97,561)	-	-	-	(97,561)	-	(97,561)
Net Operating Budget	\$ -	\$ (2,600)	\$ -	\$ -	\$ (2,600)	\$ -	\$ (2,600)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
<p>Workload volumes have exceeded the Division's current capacity to process building permit applications within acceptable time frames. The City of Vaughan has been experiencing a sustained high level of development activity with over \$1.4 billion in building construction permits were issued in 2015, Vaughan's businesses increased to more than 11,200, up from 10,900 in 2015, and industrial construction represented 46.9 per cent of building permits issued and included a total of five new industrial buildings that are more than 100,000 square feet in size in the Vaughan Enterprise Zone. With only one dedicated plans technologist currently on staff, this ARR considers this in the context of other initiatives between the VFRS and Building Standards to improve plan review performance. A key indicator of performance in reviewing permit applications is the time it takes staff to review complete and incomplete streams of building permit applications within the legislated time frames. An FTE for a plans technologist will address the current challenges associated with maintaining service levels for permit issuance with current volumes.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
<p>A key indicator of performance in reviewing permit applications is the time it takes staff to review complete and incomplete streams of building permit applications within the legislated time frames. Turn around times that fall within the legislated times frames will ensure service excellence for our customers.</p>							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
<p>With regards to the Master Fire Plan, and an enhanced Fire Prevention program, an additional FTE will assist in achieving initiatives which will ultimately lead to positive enhancements in the way VFRS delivers crucial services to the public. The request for an additional FTE is in line with our Master Fire Plan, as well as in consultation with other City divisions, which ensures proposed development and intensification within the City is appropriately addressed.</p>							
Indicate any impacts this request will have on other departments.							
	Facility Maintenance Services	<input type="checkbox"/> Yes	Legal	Type of consultation: (limit 200 characters)			
	Information Technology	<input type="checkbox"/>	Other: <input type="text"/>				
<input type="checkbox"/> Yes	Human Resources	<input type="checkbox"/>	Other: <input type="text"/>				
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
<p>Under the FPPA we have a legislative responsibility to investigate complaints. Under the Building Code and the CBO responsibilities, there is a legislative responsibility for a specified turn-around time for plans review. When work processes are not overseen, and timelines/obligations are not met, there is potential for formal complaints, contractual obligations not being met, increase in FUS standing (impacting insurance rates of our stakeholders) and potential for corporate liability.</p>							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	
Implications/Consequences (if request not approved)							

Draft 2017 Budget 2018 Plan

Request Title	Plan Review Building Technologist (limit 70 Characters)			
Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, Type: <input type="checkbox"/> Legislative <input type="checkbox"/> Regulatory				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 650 characters)				
Times and conditions for a permit or written reasons for the refusal of the permit are detailed in the Ontario Building Code O.Reg 332/12 Division C, Article 1.3.1.3. Ontario Building Code O.Reg 332/12 Division C Sentence 1.3.4.1. states if the council of a municipality assigns responsibility for the enforcement of any portion of this Code respecting fire safety matters to an inspector within the fire department, the chief building official shall not issue a permit to construct a building unless the inspector approves the drawings submitted with the application for the permit as complying with that portion of this Code.				
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Workload volumes have exceeded the Division's current capacity (with the current one FTE for plan's technologist on staff) to process building permit applications within acceptable time frames. An FTE for a plans technologist will help address the current challenges associated with maintaining service levels for permit issuance with current volumes resulting in improvement in meeting legislated time frames and overall plan review service levels. Failure to meet legislated time frames could result in litigation from builders/contractors.				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Regulatory/Compliance	High	>\$1,000,000	If plan review delays stall compliance with the OFC, OBC or FPPA for which inspection orders have been issued, the risk associated with private/public property fire damage will increase.	
Litigation	High	>\$1,000,000	In the event builders are held up due to plan review delays, the City could face litigation. There are legislated turn around times for the release of a permit a rationale for it being withheld.	
Health and Safety	High	>\$1,000,000	If plan review delays stall compliance with the OFC, OBC or FPPA for which inspection orders have been issued, the risk associated with the safety and well being of citizens will increase.	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Plan Review Building Technologist			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	VPFFA-Fire			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	100178			
Grade level	Fire Prevention Inspector			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			

Draft 2017 Budget 2018 Plan

022.02.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Intergovernmental Specialist (limit 70 Characters)						
Business Unit #	020035	Chief Initiatives & Intergov. Relations					
Department	022 - Office of Chief Initiatives & Intergov. Relations						
Term of Council Service Excellence Strategy Map	Continue to advance a culture of excellence in governance						
Tied to a Capital Project	<input type="checkbox"/> No	<input type="checkbox"/> Project	Approved/ Recognized				
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/> New		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	124,254	-	-	-	124,254	-	124,254
Other continuous costs	1,850	-	-	-	1,850	-	1,850
One-time expenses	4,068	(4,068)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 130,172	\$ (4,068)	\$ -	\$ -	\$ 126,104	\$ -	\$ 126,104
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a <u>brief</u> description of the request. (limit 1,325 characters)							
Vaughan continues to grow and transition into an urban centre within York Region. There are many issues at all levels of government that Members of Council should be aware of and how this issues impact the City. This position would assist in providing information to Members of Council and all senior members of staff so to assist them with understanding the impacts these items may have on the City.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
There are many factors that could impact the delivery of the Term of Council Priorities. This position should assist in informing Members of Council and senior members of staff of these issues so that they can be addressed in the decision making process							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
Indicate any impacts this request will have on other departments.							
	Facility Maintenance Services	<input type="checkbox"/> Legal	Type of consultation: (limit 200 characters)				
	Information Technology	<input type="checkbox"/> Other: _____					
Y	Human Resources	<input type="checkbox"/> Other: _____					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
Financial Planning & Development Finance Only							
Questica Budget Change Request: _____				Included in Draft Budget: _____		Approval Received: _____	

Draft 2017 Budget 2018 Plan

Request Title	Intergovernmental Specialist (limit 70 Characters)			
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Manager of Community Engagement			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	To Be Determined			
Grade level	8			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	No			
Desktop Computer or Laptop required?	Laptop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	Blackberry			

Draft 2017 Budget 2018 Plan

078.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Development Finance Coordinator (limit 70 Characters)						
Business Unit #	070115	Financial Planning & Development Finance					
Department							
Term of Council Service Excellence Strategy Map	Facilitate the development of the VMC						
Tied to a Capital Project	<input type="checkbox"/> No	<input type="checkbox"/> Project	Approved/ Recognized				
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/> Growth		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	86,733	-	-	-	86,733	-	86,733
Other continuous costs	1,700	-	-	-	1,700	-	1,700
One-time expenses	12,500	(12,500)	-	-	-	-	-
Offsets/reductions	(100,933)	-	-	-	(100,933)	-	(100,933)
Net Operating Budget	\$ -	\$ (12,500)	\$ -	\$ -	\$ (12,500)	\$ -	\$ (12,500)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
Reporting to the Development Finance Manager, the Development Finance Coordinator will act as the primary point of contact both internally and externally for a portfolio of development finance files (by geography and inclusive of the Vaughan Metropolitan Centre). The Development Finance Coordinator will be responsible for all City, Regional and Schoolboard Development Charge (DC) assessments for their assigned portfolio. They will also be responsible for setting-up, monitoring and analyzing all subdivision, site plan, development, spine, condominium and other agreements related to their development portfolio ensuring that all financial obligations are tracked and met. Responsible for recommending subdivision registration and eventual assumptions and performing all necessary financial checks and research related to this duty. Set-up, monitor, assist with and/or administer all development finance aspects of Woodlot by-law, Community Improvement Plan by-law, Cash-in-Lieu of Parkland by-law, Special Area Charge By-laws, DC reserve reconciliations, Part-lot control by-laws and other development related activities as assigned. Participate in cross-functional development related teams with Development Planning and Development Engineering. Monitor performance metrics for Development Finance function.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
This position will be responsible for administering all aspects of Development Finance for the Vaughan Metropolitan Centre. This will include complex DC assessments on residential, non-residential and mixed use development. It will also include the administration of the proposed Community Improvement Plan to promote office development as well as administration of a proposed Special Area Charge for the Black Creek Stormwater Management project. Additionally, this position will be assigned the new Hospital file with responsibility for all development finance related aspects. This position will also be the primary contributor of performance metrics for the Development Finance section providing data on DC collections/assessment, agreement analysis and other development finance related measures.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
While it is difficult to draw a correlation between development finance performance metrics and the need for the position (e.g. DCs and number of agreements are driven by the economy and the development industry not by adding staff capacity), the requirement for this position in light of the volume and complexity of current development is great. This position will assist with the following departmental business plan initiatives: Investigate, recommend and implement a SAC DC for the VMC, support on full implementation of the proposed CIP and updating of DC by-laws.							
Indicate any impacts this request will have on other departments.							
	Facility Maintenance Services	<input type="checkbox"/> Yes	Legal	Type of consultation: (limit 200 characters)			
	Information Technology	<input type="checkbox"/>	Other: _____				
<input type="checkbox"/> Yes	Human Resources	<input type="checkbox"/>	Other: _____				
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
Without a dedicated development finance personnel to administer the transactions, agreements and special area charge by-laws in the VMC, there is a high degree of risk of litigation should mistakes be made in collections, assessments, development securities or other development finance obligations under the relevant agreements. While the likelihood of going in to litigation is low, the financial impact of even one element of one file, could number in the millions of dollars.							
Financial Planning & Development Finance Only QuesticaBudget Change Request: _____ Included in Draft Budget: _____ Approval Received: _____							

Draft 2017 Budget 2018 Plan

Request Title	Development Finance Coordinator (limit 70 Characters)			
Implications/Consequences (if request not approved)				
Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
Is this the first year of implementation? <input type="checkbox"/> Yes				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 550 characters)				
The capacity to process increasingly complex development files within the Development Finance & Investment Department is diminishing. With the onset of the VMC development area it is becoming increasingly apparent that in order to ensure a high degree of customer service to the developers, new business and new tenants of this area, while at the same time mitigating the financial risk exposure to the City, that a new resource is required to provide dedicated focus to this area as well as other intensification areas. By splitting the duties of the existing Development Coordinator with the new Development Finance Coordinator the City will be better positioned to address development finance administrative issues being dealt with both internally				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Litigation	Medium	>\$1,000,000	Without a dedicated development finance personnel to administer the transactions, agreements and special area charge by-laws in the VMC, there is a high degree of risk of litigation should mistakes be made in collections, assessments, development securities or other development finance obligations under the relevant agreements. While the likelihood of going in to litigation is low, the financial impact of even one element of one file, could number in the millions of dollars.	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Development Finance Coordinator			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level	H			
Est. starting step	Start			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			

Draft 2017 Budget 2018 Plan

090.04.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Business Analyst HR Talent Management Systems and Licensing Costs (limit 70 Characters)						
Business Unit #	090150	Learning & Development					
Department	090 - Office of the Chief Human Resources						
Term of Council Service Excellence Strategy Map	Invest in Our People - Establish a People Plan to support employees through change						
Tied to a Capital Project	Yes	Project HR-9537-13 and HR-9536-14 and HR-9539-16					Approved/ Recognized
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation					
ARR Type	New		Labour/Non-Labour		Both		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	124,953	-	-	-	124,953	-	124,953
Other continuous costs	2,200	55,000	165,000	200,000	422,200	-	422,200
One-time expenses	1,350	(1,350)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 128,503	\$ 53,650	\$ 165,000	\$ 200,000	\$ 547,153	\$ -	\$ 547,153
Associated Capital Costs	\$ 132,336	\$ -	\$ -	\$ -	\$ 132,336	\$ -	\$ 132,336
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
<p>In 2016, Human Resources is implementing a Talent Management System including automated modules for Job Descriptions, Performance, Learning, Multi-rater, Competencies, Succession Planning. This is an integrated system procured under RFPs # 15-062 and 15-062 awarded to Halogen Software corporation. HR also procured an Applicant Tracking System under RFP #15-061 awarded to CGI corporation. Initial set-up, configuration, training, implementation and piloting are funded via capital HR-9536-14, HR-9539-16 and HR-9537-13. Once fully implemented end of 2017, the systems will be operationalized and move to regular corporate-wide licensing costs (under OCIO) where all employees have a Talent Management profile in the system and we are able to effectively manage performance, learning, coaching, feedback, succession planning, tracking of credentials/certifications. The systems will provide much needed corporate metrics and information regarding our human capital and allow for business analysis to support recruitment and retention strategies, learning, performance, leadership development, etc. An HR Business Analyst is required to fulfill this function. The BA will be responsible for implementing the system enterprise-wide provide training and support to all users, perform analysis and trending; inform future program planning and delivery requirements.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
<p>Staff Engagement is a key SE strategic initiative. This includes supporting staff through employee engagement initiatives, learning and development, career pathing, leadership development, performance management, succession planning, rewards & recognition. With the City's continuing growth and growing complexity we need to ensure we are attracting and retaining top talent to meet our SE objectives. The talent management systems provide us with the tools and technologies required to effectively and efficiently manage critical employee information and provide the information and data required for program planning and delivery. An integrated system allows HR and departments to understand the workforce, link job descriptions and job functionality to strategic priorities, establish and monitor performance goals, learning activities and track credentials, certifications and requirements such as OHS recertifications. These systems and the resources must be leveraged to fulfill the objectives of the SE Map and move CoV to becoming an Employer of Choice and a Learning Organization.</p>							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
<p>HR is responsible for the People Plan and to support the corporation in attracting, retaining and promoting the right staff in the right jobs for the achievement of our Service Excellence goals. HR needs to be supported by appropriate tools and technologies and staff to provide the necessary services to assist our internal clients to manage the human capital asset of this organization. HR's business plan is focused on the development and delivery of staff learning and development, organizational design, leadership development, recruitment of the best candidates and ensuring career development, and succession plan to position the organization with the resources it needs to meet SE goals.</p>							
Indicate any impacts this request will have on other departments.							
	Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters)				
Yes	Information Technology	Other: _____					
	Human Resources	Other: _____					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
<p>Work undertaken under capital budgets (\$132,336 in total) will be waived; not realize return on investment in these systems. The systems raise significant expectations with management and staff for long awaited recruitment and talent management supports/tools. Not annualizing corporate-wide licensing of the systems into ongoing operating means the corporation will not have the required tools and supports to fulfill the Service Excellence Staff Engagement Initiative. Without a Business Analyst to work with staff throughout the corporation and to mine the systems data provided we will not realize the benefits of the technology for planning and decision making.</p>							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	

Draft 2017 Budget 2018 Plan

Request Title	Business Analyst HR Talent Management Systems and Licensing Costs (limit 70 Characters)			
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	HR Business Analyst			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	90150			
Grade level	7			
Est. starting step	3			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Laptop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	Blackberry			

Draft 2017 Budget 2018 Plan

090.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Human Resources Administrative Coordinator (limit 70 Characters)						
Business Unit #	090156	Employee Services					
Department	090 - Office of the Chief Human Resources						
Term of Council Service Excellence Strategy Map	Invest in Our People - Establish a People Plan to support employees through change						
Tied to a Capital Project	<input type="checkbox"/> No	<input type="checkbox"/> Project					Approved/Recognized
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/> New		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	93,881	-	-	-	93,881	-	93,881
Other continuous costs	1,700	-	-	-	1,700	-	1,700
One-time expenses	1,350	(1,350)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 96,931	\$ (1,350)	\$ -	\$ -	\$ 95,581	\$ -	\$ 95,581
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
<p>The position will assist with a number of pressures within HR. HR is directly contributing to four of the ten SE Projects including Rewards and Recognition, JD/JE project, SE LEADS, and Workforce Management System. This position will support the project teams in administrative functions, research, data collection and developing reports and analysis. In addition this position will support ongoing pressures in payroll and HRIS administration, implementation of the new Recruitment Policy and procedures and various HR administrative responsibilities. As the City grows and number of FTEs increases, there is increased pressure on HR supports and processes related to the volume and complexity of administrative work. Recruitments average almost 200 per year with over 13,000 applicants; current payroll and HRIS systems are extremely manual and labour intensive to ensure accuracy controls. Significant increases in the number of recruitments across the City, resulting in increased administrative load related to the recruitment, tracking and information management. The position will support the high volume of administrative and analytical tasks related to employee information management, reporting and processing. They will also support the HR Partners with the administrative workload related to the high volume of recruitments. This will enable the HR Partners and Managers to focus on more strategic activities. The HR depart. provides HR Efficiency statistics as well as key performance</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
<p>HR is directly contributing to four of the ten SE Projects including Rewards and Recognition, JD/JE project, Service Excellence LEADS project, and Workforce Management System project. This position will support the project teams in administrative functions, research, data collection and developing reports and analysis.</p>							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
<p>The HR Business Plan includes a number of initiatives that flow directly from the Service Excellence Strategy and key initiatives including the People Plan, Workforce Management System project, Talent Management system project (performance management, learning, development, competencies, succession planning) Service Excellence LEADS program, and rewards & recognition program. In addition, the HR Business plan sets goals with respect to compensation benchmarking, supporting collective agreement/bargaining negotiations, implementing a new Recruitment Policy and procedures, and optimizing our HRIS and payroll systems. This position will provide essential supports across these program areas in order for HR to meet its Business Plan objectives.</p>							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services	<input type="checkbox"/>	Legal	Type of consultation: (limit 200 characters)				
Information Technology	<input type="checkbox"/>	Other: _____					
Human Resources	<input type="checkbox"/>	Other: _____					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
<p>The work of this position has been historically funded by a contract position. The employee has been on contract for over 3 years and there are equity issues as a result given the full time and permanent nature of the job requirements. In addition, given budget constraints the department will not be able to continue funding this position on a contract basis given limited funds. If the ARR is not realized a number of service and program impacts including delayed processing of recruitments, front-counter customer services gaps, and administrative inefficiencies will be incurred.</p>							
Financial Planning & Development Finance Only Questica Budget Change Request: _____ Included in Draft Budget: _____ Approval Received: _____							

Draft 2017 Budget 2018 Plan

Request Title	Human Resources Administrative Coordinator (limit 70 Characters)			
Implications/Consequences (if request not approved)				
Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement) Are there any Legislative or Regulatory Requirements that this ARR is addressing? If yes, Type: _____ Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters) <div style="border: 1px solid black; height: 40px; margin-top: 5px;"></div>				
Is this the first year of implementation? What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters) <div style="border: 1px solid black; height: 40px; margin-top: 5px;"></div>				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	HR Admin Coordinator			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	90156			
Grade level	4			
Est. starting step	3			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			

Draft 2017 Budget 2018 Plan

080.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Real Estate Appraiser/Negotiator					(limit 70 characters)	
Business Unit #	080141	Real Estate					
Department	080 - City Solicitor						
Term of Council Service Excellence Strategy Map	Continue to advance a culture of excellence in governance						
Tied to a Capital Project	<input type="checkbox"/> No	Project				Approved/ Recognized	<input type="checkbox"/>
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation					
ARR Type	Growth		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time, Adj.)	2017-2021 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	112,954	-	-	-	112,954	-	112,954
Other continuous costs	50	-	-	-	50	-	50
One-time expenses	15,700	(15,700)	-	-	-	-	-
Offsets/reductions	(115,704)	-	-	-	(115,704)	-	(115,704)
Net Operating Budget	\$ 13,000	\$ (15,700)	\$ -	\$ -	\$ (2,700)	\$ -	\$ (2,700)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
<p>The Real Estate Department has only 2 positions and 1 support staff and is responsible for acquiring all land needed for all City requirements to maintain service levels, in addition to other realty functions (eg. disposal of land, leases etc). The increase in workload is expected to continue in the foreseeable future due to growth in the City. The DC Background Study 2013, the Fire Master Plan and the Active Together Master Plan, identified timing of acquisition of various parcels of land for City requirements, including parks, sportsfields, firehalls, libraries, community centres, works/parks operations yards, and land for capital projects and infrastructure. Growth in the municipality has advanced the timing for acquisition of parcels to meet legislative requirements and service levels particularly in the areas supporting capital projects. In addition, development pressures in the Vaughan Metropolitan Centre have introduced complex development issues requiring real estate expertise, such as Section 37 valuations and leasing and strata title interests. Other municipalities in Ontario with the same growth pressures have between 7 and 28 staff. The Senior Manager of Real Estate is completely involved with development related cash-in-lieu and general acquisitions and sales. An increase in required acquisitions and new development related capital projects in the Vaughan Metropolitan Centre, are both complex and valued at millions of dollars.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
<p>The Real Estate Department provides timely and strategic real estate services under the following initiatives: Improve Municipal Road Network (acquisition of land for road widenings); Facilitate Development of the VMC (Section 37 valuations, parkland acquisitions); Invest, renew and manage infrastructure and assets (land acquisition for capital projects); Support and promote arts, culture, heritage and sports in the community.</p>							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
<p>The following are a list of key growth related projects identified in the 2017 Real Estate Department Business Plan: T06.20 Public Works Yard; T07.3 Fire Station 7-11; T02.1 Off Road Trail Development Don River Bartley Smith Greenway; T03.9 Parks Development Plan and Implementation Strategy; T03.12 Mobility Hub Transit Square and TTC Plaza Development; T13.1 Active Together Master Plan Update; T13.7 North Maple Regional Park Development; T01 Huntington Road Widening; T02 Portage Parkway Extension/Widening; T03 Black Creek Improvements Implementation</p>							
Indicate any impacts this request will have on other departments.							
<input type="checkbox"/> Facility Maintenance Services	<input type="checkbox"/> Legal				Type of consultation: (limit 200 characters)		
<input type="checkbox"/> Information Technology	<input type="checkbox"/> Other:						
<input type="checkbox"/> Human Resources	<input type="checkbox"/> Other:						
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
Capital Projects may be delayed if land requirements are not in place.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:		Included in Draft Budget:			Approval Received:		

Draft 2017 Budget 2018 Plan

Request Title	Real Estate Appraiser/Negotiator (limit 70 characters)			
Implications/Consequences (if request not approved)				
Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 650 characters)				
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Risk Management (Select from the drop menu in the table below: What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
	Medium	>\$1,000,000	Delay in capital projects, reduced service levels (parkland, library, fire stations, community centre, joint operations yards)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Real Estate Appraiser/Negotiator			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	80141			
Grade level	7			
Est. starting step	1			
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
Desktop Computer or Laptop required?	Laptop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			

Draft 2017 Budget 2018 Plan

080.01.2017 A&B

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	VMC Project Manager Positions (limit 70 Characters)						
Business Unit #	715000	Office of the City Solicitor					
Department	City Solicitor						
Term of Council Service Excellence Strategy Map	Facilitate the development of the VMC						
Tied to a Capital Project	<input type="checkbox"/> No	<input type="checkbox"/> Project					Approved/Recognized <input type="checkbox"/> R
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/> Growth		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Both		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	2.00	-	-	-	2.00	-	2.00
Net FTE's	2.00	-	-	-	2.00	-	2.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	302,718	-	-	-	302,718	-	302,718
Other continuous costs	3,000	-	-	-	3,000	-	3,000
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	(305,718)	-	-	-	(305,718)	-	(305,718)
Net Operating Budget	\$ (0)	\$ -	\$ -	\$ -	\$ (0)	\$ -	\$ (0)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
<p>There are currently two contract position within the City to facilitate the development of the Vaughan Metropolitan Centre: Lawyer-Development and Law Clerk. These positions work within a dedicated multi-disciplinary team to manage and coordinate the design and delivery of this complex development and urban intensification projects in Vaughan's new downtown. To maintain consistency, and to keep the caliber of talent required to see a project of this magnitude come to fruition, these positions are requested to be converted to full-time positions. The planning for this initiative is expected to go well into the future. The lessons learned regarding the development of this intensified area will be leveraged to assist with the planning and development other intensification projects throughout the City.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
<p>To facilitate the development of the VMC is a Term of Council Priority. This team of individuals are an integral component of the strategy that will see a new, vibrant and modern urban centre the City.</p>							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
<p>VMC Project Managers support the departmental business plans by liaising closely with other departments in the coordinated delivery of multi-million dollar planned construction projects, including, but not limited to, the following: VMC Mobility Hub Projects (TTC Station, Transit Square/TTC Plaza, YRRT Bus Terminal, Highway & VivaNext BRT rapidway, Millway Avenue, Community Centre); VMC Edgeley Pond/Park and the Black Creek Channel Renewal; Implementation of the first urban streetscape and public realm projects.</p>							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services	<input type="checkbox"/>	Legal	Type of consultation: (limit 200 characters)				
Information Technology	<input type="checkbox"/>	Other: _____					
Human Resources	<input type="checkbox"/>	Other: _____					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
<p>As the positions are contract, upon expiry the individuals currently in the positions would leave employment with the City. Their knowledge of this complex project will be lost. There is the very likely potential that the timeline for bringing the VMC to light will be delayed. Existing City resources would be strained to deliver the caliber of urban centre envisioned.</p>							
Financial Planning & Development Finance Only Questica Budget Change Request: _____ Included in Draft Budget: _____ Approval Received: _____							

Draft 2017 Budget 2018 Plan

Request Title	VMC Project Manager Positions			(limit 70 Characters)
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/> No <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017	2017		
Position title	Lawyer - Development (VMC)	Law Clerk (VMC)		
Estimated start date	February 1, 2019	May 1, 2019		
# of positions requested	1.00	1.00		2.00
Full-time equivalents (FTEs)	1.00	1.00		2.00
Position type	Full-time	Full-time		
Position agreement classification	Mgmt/Non-union	Mgmt/Non-union		
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	71500	71500		
Grade level	11	4		
Est. starting step	5	5		
Desktop (HR) Review Performed?	No	No		
B&F Accommodations Available?	Yes	Yes		
Desktop Computer or Laptop required?				
Fleet Vehicle Required?				
Blackberry/Cell Phone Required?				

Draft 2017 Budget 2018 Plan

050.03.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	OCIO Service Contracts - Growth					(limit 70 Characters)	
Business Unit #	050050	ITM - Infrastructure Architecture & Operations					
Department	050 - Office of the Chief Information Officer						
Term of Council Service Excellence Strategy Map	Invest, renew and manage infrastructure and assets						
Tied to a Capital Project	<input type="checkbox"/>	Project					Approved/Recognized
Legal/Regulatory Requirement	<input type="checkbox"/>	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/>		Labour/Non-Labour		<input type="checkbox"/>		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	-	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	-	-	-	-	-	-	-
Other continuous costs	361,767	-	-	-	361,767	-	361,767
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 361,767	\$ -	\$ -	\$ -	\$ 361,767	\$ -	\$ 361,767
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
<p>Part of the activities required by the OCIO restructuring was to review all of the financials. During this time, it was noted that there was a significant gap within service contracts. There were inaccurate and incomplete budgetary numbers. The city as a whole has seen substantial growth. This can be seen throughout the city with the addition of new facilities such as libraries, fire stations, and community centres. Residents and staff have been demanding additional core services to be provided at all of these locations which impacts licensing, support, and maintenance costs. Without sufficient funding we'll be impacting the Term of Council Service Excellence Strategy, and the corporation's daily activities. These funds are used to upkeep existing infrastructure that provides support to Fire, Vaughan Public Libraries, Community Centres, Parks and City Hall.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
<p>The infrastructure that is funded by service contracts directly maps to T06, T07, T13, and T14. Vaughan.ca is used as our primary communication tool to our residents. Without adequate funding within service contracts sites such as Vaughan.ca, VOL, and Email will be greatly impacted. The city's community centres and libraries require OCIO services to run their business units either by providing additional services or core business functionality to the residents and city staff. Example: Point of Sale terminals.</p>							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
<p>OCIO Infrastructure is the key foundation to all of our services. Without proper funding none of the business plans will be able to move forward. This means internal projects and capital projects that utilize the city's infrastructure will not be able to proceed forward. Key services such network (Aruba Hardware, F5, GTM, Firewall), storage (HPE), telephony, cloud (Microsoft Azure) and virtualization (HPE) are some of the areas that service contracts supports.</p>							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services	<input type="checkbox"/>	Legal	Type of consultation: (limit 200 characters)				
Information Technology	<input type="checkbox"/>	Other: _____					
Human Resources	<input type="checkbox"/>	Other: _____					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
<p>The implications of not approving this ARR would be devastating to our corporation and our reputation. All capital projects requiring OCIO support will be impacted. As the infrastructure is the fundamental part of all new and existing solutions. Residents health and safety could be at risk if the EOC isn't able to send out notifications through Vaughan.ca. Vaughan.ca is a part of the emergency plan and a crucial part of the communication strategy.</p>							
Financial Planning & Development Finance Only Questica Budget Change Request: _____ Included in Draft Budget: _____ Approval Received: _____							

Draft 2017 Budget 2018 Plan

Request Title	OCIO Service Contracts - Growth			(limit 70 Characters)
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Regulatory/Compliance	High	\$100,000	License and contract obligations aren't negotiable and if they aren't fulfilled we risk being audited and fined. (Financial impact could exceed \$100,000)	
Health and Safety	High	>\$1,000,000	Emergency notifications for residents are sent out through Vaughan.ca	
Health and Safety	High	>\$1,000,000	Emergency lighting is provided by the OCIO UPS units	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
Desktop Computer or Laptop required?				
Fleet Vehicle Required?				
Blackberry/Cell Phone Required?				

Draft 2017 Budget 2018 Plan

050-04-2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET								
ADDITIONAL RESOURCE REQUEST								
Request Title	OCIO Service Contracts - New (limit 70 Characters)							
Business Unit #	050050	ITM - Infrastructure Architecture & Operations						
Department	050 - Office of the Chief Information Officer							
Term of Council Service Excellence Strategy Map	Invest, renew and manage infrastructure and assets							
Tied to a Capital Project	<input type="checkbox"/>	Project						Approved/Recognized
Legal/Regulatory Requirement	<input type="checkbox"/>	Indicate the Statute or Regulation						
ARR Type	<input type="checkbox"/> New		<input checked="" type="checkbox"/> Labour/Non-Labour					
Annual Budget Change Summary								
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total	
Staffing								
Complements	-	-	-	-	-	-	-	
Net FTE's	-	-	-	-	-	-	-	
Operating Revenue								
Operating Costs								
Staffing & Benefits	-	-	-	-	-	-	-	
Other continuous costs	581,628	-	-	-	581,628	-	581,628	
One-time expenses	-	-	-	-	-	-	-	
Offsets/reductions	-	-	-	-	-	-	-	
Net Operating Budget	\$ 581,628	\$ -	\$ -	\$ -	\$ 581,628	\$ -	\$ 581,628	
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Request Description: Please provide a brief description of the request. (limit 1,325 characters)								
Part of the activities required by the OCIO restructuring was to review all of the financials. During this time, it was noted that there was a significant gap within service contracts due to FX exchange rates and growth within the corporation. There were inaccurate and incomplete budgetary numbers. Without sufficient funding we'll be impacting the Term of Council Service Excellence Strategy, and the corporation's daily activities. These funds are used to upkeep existing infrastructure that provides support to Fire, Vaughan Public Libraries, Community Centres, Parks and City Hall.								
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)								
The infrastructure that is funded by service contracts directly maps to T06, T07, T13, and T14. Vaughan.ca is used as our primary communication tool to our residents. Without adequate funding within service contracts sites such as Vaughan.ca, VOL, and Email will be greatly impacted. The city's community centres and libraries require OCIO services to run their business units either by providing additional services or core business functionality to the residents and city staff. Example: Point of Sale terminals.								
Describe how this request relates to Departmental Business Plan. (limit 720 characters)								
OCIO Infrastructure is the key foundation to all of our services. Without proper funding none of the business plans will be able to move forward. This means internal projects and capital projects that utilize the city's infrastructure will not be able to proceed forward. Key services such network, storage, telephony, cloud, and virtualization are some of the areas that service contracts supports.								
Indicate any impacts this request will have on other departments.								
Facility Maintenance Services	<input type="checkbox"/>	Legal	Type of consultation: (limit 200 characters)					
Information Technology	<input type="checkbox"/>	Other: _____						
Human Resources	<input type="checkbox"/>	Other: _____						
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)								
The implications of not approving this ARR would be devastating to our corporation and our reputation. All capital projects requiring OCIO support will be impacted. As the infrastructure is the fundamental part of all new and existing solutions. Residents health and safety could be at risk if the EOC isn't able to send out notifications through Vaughan.ca. Vaughan.ca is a part of the emergency plan and a crucial part of the communication strategy.								
Financial Planning & Development Finance Only								
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:		

Draft 2017 Budget 2018 Plan

Request Title	OCIO Service Contracts - New (limit 70 Characters)			
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Regulatory/Compliance	High	\$100,000	License and contract obligations aren't negotiable and if they aren't fulfilled we risk being audited and fined. (Financial impact could exceed \$100,000)	
Health and Safety	High	>\$1,000,000	Emergency notifications for residents are sent out through Vaughan.ca	
Health and Safety	High	>\$1,000,000	Emergency lighting is provided by the OCIO UPS units	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
Desktop Computer or Laptop required?				
Fleet Vehicle Required?				
Blackberry/Cell Phone Required?				

Draft 2017 Budget 2018 Plan

050.08.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Mobile Operating Fund Request - Asset Management (limit 70 Characters)						
Business Unit #	050060	ITM - Client Support & Solution Services					
Department	050 - Office of the Chief Information Officer						
Term of Council Service Excellence Strategy Map	Leadership Alignment - Develop and implement a leadership alignment process that aligns people, process and technology to foster a culture of service excellence						
Tied to a Capital Project	Yes	Project	Asset Management				Approved/ Recognized
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation					
ARR Type	New		Labour/Non-Labour		Non-Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time, Adj.)	2017-2021 Sub-total
Staffing							
Complements	-	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-	-
Operating Revenue							
Operating Costs							
Staffing & Benefits	-	-	-	-	-	-	-
Other continuous costs	-	4,900	4,900	4,900	14,700	-	14,700
One-time expenses	53,400	(53,400)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 53,400	\$ (48,500)	\$ 4,900	\$ 4,900	\$ 14,700	\$ -	\$ 14,700
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a <u>brief</u> description of the request. (limit 1,325 characters)							
In support of the Work Order (WO) Improvement initiative for Corporate Asset Management project # EN-1958-13, mobile devices (tablets and/or toughbooks) will be rolled out to staff in the following departments through 2017 and 2018. The approximate timing and numbers are as follows 50 Mobile Devices for 2017 and 77 Mobile Devices in 2018. The impact to operations budget for OCIO is as follows; Item A.) PC Setup fees \$53 400 and Renewals fees will be \$4 900 per year ongoing. Items B.) A one time setup fee of \$40 000 for Mobile Device Encryption. See attached spreadsheet for Yearly costs and GL Numbers.							
Year 2017 - The total request is \$53 400, and ongoing costs of \$4 900 per year for 50 Devices.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
In support of the Work Order (WO) Improvement initiative for Corporate Asset Management project # EN-1958-13, mobile devices (tablets and/or toughbooks) will be rolled out to staff in the following departments through 2017 and 2018.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
In support of the Work Order (WO) Improvement initiative for Corporate Asset Management project # EN-1958-13, mobile devices (tablets and/or toughbooks) will be rolled out to staff in the following departments through 2017 and 2018.							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters)					
Information Technology	Other:						
Human Resources	Other:						
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
The support of the Work Order (WO) Improvement initiative for Corporate Asset Management project # EN-1958-13, mobile devices (tablets and/or toughbooks) will be rolled out to staff will be delayed.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:		Included in Draft Budget:			Approval Received:		

Draft 2017 Budget 2018 Plan

Request Title	Mobile Operating Fund Request - Asset Management			(limit 70 Characters)
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
Is this the first year of implementation? <input type="checkbox"/> Yes				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Mobile Devices that are not encrypted, may result in data loss, loss of reputation, abuse of sensitive and or personal information.				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Litigation	Low	\$100,000	Non compliance with Enterprise Licensing may lead to lawsuits.	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
Desktop Computer or Laptop required?				
Fleet Vehicle Required?				
Blackberry/Cell Phone Required?				

Draft 2017 Budget 2018 Plan

110.02.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET								
ADDITIONAL RESOURCE REQUEST								
Request Title	(2) Supervisor of Plans Review <small>(limit 70 characters)</small>							
Business Unit #	110001	Building Standards						
Department	110 - Building Standards							
Term of Council Service Excellence Strategy Map	Continue to ensure the safety and well-being of citizens							
Tied to a Capital Project	No	Project						Approved/Recognized
Legal/Regulatory Requirement	Yes	Indicate the Statute or Regulation: Building Code Act & Building Code, as amended						
ARR Type	Growth		Labour/Non-Labour		Labour			
Annual Budget Change Summary								
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total	
Staffing								
Complements	2.00	-	-	-	2.00	-	2.00	
Net FTE's	2.00	-	-	-	2.00	-	2.00	
Operating Revenue	-	-	-	-	-	-	-	
Operating Costs								
Staffing & Benefits	249,905	-	-	-	249,905	-	249,905	
Other continuous costs	6,652	-	-	-	6,652	-	6,652	
One-time expenses	20,000	(20,000)	-	-	-	-	-	
Offsets/reductions	(276,557)	20,000	-	-	(256,557)	-	(256,557)	
Net Operating Budget	\$ 0	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ 0	
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Request Description: Please provide a brief description of the request. <small>(limit 1,325 characters)</small>								
<p>The 2 full time Supervisors of Plans Review positions are necessary to meet the mandated requirements and to ensure timely and diligent service delivery for plans review of projects, to ensure construction activities take place within code requirements and related standards. Based on the complexity and specialized nature of anticipated projects, in combination with aggressive construction schedules, the Municipality may be at risk of not being able to meet mandated Building Code timelines and industry expectations with service delivery, if these resources are not added to the current department staffing levels. In addition, these 2 positions will bring the ratio of supervisor to staff levels to a manageable ratio of 6-8 per supervisor. These positions will be fully funded from the Building Standards Continuity Reserves as per the Building Code Act, which allows that Building Code related activities and associated expenses are funded through building permit fees. The positions will be responsible for the operational supervision of a multi-disciplinary skilled technical staff and coordination of all plans review services within the Technical Division. The positions will provide effective and efficient supervision and leadership to Plans Examination staff, thereby ensuring that plans review services within the division are carried out in accordance with the requirements of the Building Code Act, Building Code, and other applicable laws.</p>								
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. <small>(limit 1,000 characters)</small>								
<p>As part of the service excellence and continuous improvement initiatives, and intent to improve service delivery to the development and construction industry in growth mode, the organizational structure requires personnel of a supervisory level to address the quantitative and qualitative aspects of service levels. Issue building permits within the legislated timeframe by prioritizing building code related reviews. Where applicable, conduct specialized inspections for complex buildings within legislated time frames. Provide conditional permits when requested to accelerate construction schedules. Hire more staff as needed.</p>								
Describe how this request relates to Departmental Business Plan. <small>(limit 720 characters)</small>								
<p>Issue building permits within legislated turnaround times by prioritizing building code reviews without compromising due diligence. Conduct specialized inspections within legislated time frames for complex buildings. Provide conditional permits when requested to accelerate construction schedules. Hire new staff that will be assigned duties to the VMC in the first phase and the hospital project as needed to ensure appropriate turnaround for service requests.</p>								
Indicate any impacts this request will have on other departments.								
X	Finance	X	Legal	Type of consultation: <small>(limit 200 characters)</small> New computer/workstation, new job descriptions/postings and recruitment in addition to remuneration package will be required. Reconfigure office layout.				
X	Information Technology	X	Other: Facility Maintenance Services					
X	Human Resources		Other:					
Are there any implications if this ARR is not approved? Please describe. <small>(limit 600 characters)</small>								
<p>The current organizational structure cannot sustain development growth rate without maintaining mandated service level, ensuring due diligence and alleviating risk and liability to the corporation. The Municipality may be limited in offering services that are directly related to the anticipated increased complexities in building design and construction techniques.</p>								
Financial Planning & Development Finance Only								
Questica Budget Change Request:		Included in Draft Budget:			Approval Received:			

Draft 2017 Budget 2018 Plan

Request Title	(2) Supervisor of Plans Review			(limit 70 characters)
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, Type: <input type="text"/> Legislative				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 650 characters)				
BUILDING CODE ACT, ONTARIO BUILDING CODE and its associated references. All Sections and Parts will be affected.				
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Regulatory compliance requirements (mandated services), Health and Safety of residents and facility users.				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Litigation	Medium	\$100,000		
Health and Safety	High	>\$1,000,000	Residential, Industrial, Commercial and Institutional buildings	
Regulatory/Compliance	High	>\$1,000,000	Auditing by the Ministry of Municipal Affairs and lawsuit for lack of compliance, Building Code Commission	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Supervisor of Plans Review			
Estimated start date	March 1, 2017			
# of positions requested	2.00			2.00
Full-time equivalents (FTEs)	2.00			2.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)	n/a			
If Casual/Seasonal PT enter Hourly wage	n/a			
Business unit # (override if different than # shown)	110001			
Grade level	7			
Est. starting step	3			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	Cell Phone			

Draft 2017 Budget 2018 Plan

110.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET								
ADDITIONAL RESOURCE REQUEST								
Request Title	Zoning Plans Examiner (limit 70 characters)							
Business Unit #	110001	Building Standards						
Department	110 - Building Standards							
Term of Council Service Excellence Strategy Map	Effective Service Delivery - Review service delivery options and shared services to match resources to desired service levels							
Tied to a Capital Project	No	Project						Approved/Recognized
Legal/Regulatory Requirement	Yes	Indicate the Statute or Regulation BY-LAW I-88, and Building Code*						
ARR Type	Growth		Labour/Non-Labour		Labour			
Annual Budget Change Summary								
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time, Adj.)	2017-2021 Sub-total	
Staffing								
Complements	1.00	-	-	-	1.00	-	1.00	
Net FTE's	1.00	-	-	-	1.00	-	1.00	
Operating Revenue	-	-	-	-	-	-	-	
Operating Costs								
Staffing & Benefits	98,355	-	-	-	98,355	-	98,355	
Other continuous costs	2,300	-	-	-	2,300	-	2,300	
One-time expenses	5,200	(5,200)	-	-	-	-	-	
Offsets/reductions	(105,855)	5,200	-	-	(100,655)	-	(100,655)	
Net Operating Budget	\$ (0)	\$ -	\$ -	\$ -	\$ (0)	\$ -	\$ (0)	
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Request Description: Please provide a <u>brief</u> description of the request. (limit 1,325 characters)								
<p>As part of Service Excellence, we are requesting a new resource for a Zoning Plans Examiner to improve delivery of zoning review services within the Building Standards Department for the various applications within the development approval processes including site plan, CoFA, rezoning and building permits. This new resource will help the Building Standards Department achieve building permit legislated turnaround times with regards to building permit review processing in growth mode. The new resource will also help improve customer service levels at the front counter and phone lines, as per the department business plan.</p>								
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)								
<p>In reference to the Term of Council Service Excellence Strategy Map, the zoning examiner position will allow the Building Standards Department to achieve Effective Service Delivery with regards to the processing of permits while in growth mode. This service is tied to the Building Code Act mandated processing times with respect to different permit types. In addition, the City is promoting the development of the Vaughan Metropolitan Centre. The development of the VMC will also result in increased demand on our service levels, and the Building Standards Department will be required to review and approve high-profile complex building permits and site plan approvals related to the VMC, within or exceeding mandated turnaround time.</p>								
Describe how this request relates to Departmental Business Plan. (limit 720 characters)								
<p>Improved customer service to homeowners and industry. Meeting building permit mandated time lines regarding permit applications, and providing easy accessible zoning information to citizens, development and construction industry. Providing improved customer service at the front counter.</p>								
Indicate any impacts this request will have on other departments.								
Facility Maintenance Services		Legal		Type of consultation: (limit 200 characters)				
X Information Technology		Other: _____						
X Human Resources		Other: _____						
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)								
<p>The implications of not having an ARR approval would have an adverse effect on service delivery particularly on turn around times. The mandated Building Code timelines would be impacted and would not be met. Citizens and development industry would experience longer zoning review timelines, inconsistent with the corporate service excellence strategy map.</p>								
Financial Planning & Development Finance Only								
Question: Budget Change Request:				Included in Draft Budget:		Approval Received:		

Draft 2017 Budget 2018 Plan

Request Title	Zoning Plans Examiner (limit 70 Characters)			
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, Type: <input type="text"/> Legislative				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 650 characters)				
BY-LAW I-88, and Building Code				
Is this the first year of implementation? <input type="checkbox"/> No <input type="checkbox"/> Yes				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Regulatory and Compliance				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Regulatory/Compliance	High	>\$1,000,000	Lawsuits for noncompliance with regulatory timelines causing financial burden to the applicant	
Health and Safety	High	>\$1,000,000	Industrial Commercial Buildings and Residential Buildings - if permits not issued there would be risks to Health and Safety	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Zoning Plans Examiner			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	110001			
Grade level	J			
Est. starting step	Start			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			

Draft 2017 Budget 2018 Plan

130.06.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Development Engineer - Intensification or Greenfield (limit 70 Characters)						
Business Unit #	2004001	Develop. / Transport. Engineer					
Department	130 - Develop. Eng & Infra. Planning Serv. DCM Planning & Growth Mgmt						
Term of Council Service Excellence Strategy Map	Continuous Improvement - Implement continuous improvement initiatives to improve service and business processes						
Tied to a Capital Project	<input type="checkbox"/> No	<input type="checkbox"/> Project	Approved/ Recognized				
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/> Growth		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time. Adj.)	2017-2021 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	125,500	-	-	-	125,500	-	125,500
Other continuous costs	3,350	-	-	-	3,350	-	3,350
One-time expenses	5,400	(5,400)	-	-	-	-	-
Offsets/reductions	(134,250)	5,400	-	-	(128,850)	-	(128,850)
Net Operating Budget	\$ 0	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ 0
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
In 2016 DEIPs completed a departmental functional review which included the evaluation of the current organizational structure. It was determined that one of two Development Engineering management positions would be re-purposed to better support the review and processing of intensification and greenfield developments. This senior-lead position will collaborate with the team on projects and will provide expertise on development engineering work in their area of knowledge (either Intensification or Greenfield developments). In addition, the Development Engineer will directly review and coordinate some of the more complex, high priority files including those called to the OMB. The Development Engineer will seek to provide continuous improvement and greater efficiencies within the processes used on an ongoing basis and will assist the Manager to review subdivision, development and service agreements within established service delivery expectations.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
This additional position will ensure that we continue to provide timely, detailed and collaborative evaluations of development applications, engineering submissions and subdivision servicing/development agreements.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
This request supports the business plan by providing excellent customer service. This senior-lead position specializes in the review and evaluation of complex, politically charged and high priority engineering submissions to the City and collaborates with staff and others to ensure a detailed and comprehensive approval is completed.							
Indicate any impacts this request will have on other departments.							
	Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters)				
X	Information Technology	Other: _____	Information Technology: Provide computer hardware, software and technology support				
X	Human Resources	Other: _____	Human Resources: Recruitment for the position				
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
This position is needed to ensure delivery of the Department's Service Excellence mandate and Term of Council priorities.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:		Included in Draft Budget:			Approval Received:		

Draft 2017 Budget 2018 Plan

Request Title	Development Engineer - Intensification or Greenfield			(limit 70 Characters)																				
Implications/Consequences (if request not approved)																								
<p>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</p> <p>Are there any Legislative or Regulatory Requirements that this ARR is addressing? Yes If yes, Type: Legislative</p> <p>Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)</p> <p>The Planning Act prescribes certain processing times for development applications. If these time lines are not met, then the application can be referred to the OMB for non-decision.</p> <div style="border: 1px solid black; height: 40px; margin-top: 5px;"></div> <p>Is this the first year of implementation? Yes</p> <p>What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)</p> <p>Insufficient resources to adequately review development application in a timely manner may result in more applications being referred to the OMB for non-decision which will have an impact on city financial and human resources.</p> <div style="border: 1px solid black; height: 40px; margin-top: 5px;"></div>																								
<p>Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;">Type of Risk</th> <th style="width: 15%;">Severity</th> <th style="width: 15%;">Financial Impact</th> <th style="width: 50%;">Describe the Nature of the Risk (limit 150 characters)</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>					Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)																
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)																					
Complement Details																								
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.																								
Complement Information	Position #1	Position #2	Position #3	Sub-total																				
Budget Year	2017																							
Position title	Development Engineer - Intensification or Green Field																							
Estimated start date	March 1, 2017																							
# of positions requested	1.00			1.00																				
Full-time equivalents (FTEs)	1.00			1.00																				
Position type	Full-time																							
Position agreement classification	Mgmt/Non-union																							
If contract, specify length (months or yrs.)	NA																							
If Casual/Seasonal PT enter Hourly wage	NA																							
Business unit # (override if different than # shown)	2004001																							
Grade level	8																							
Est. starting step	1																							
Desktop (HR) Review Performed?	Yes																							
B&F Accommodations Available?	Yes																							
Desktop Computer or Laptop required?	Laptop																							
Fleet Vehicle Required?	No																							
Blackberry/Cell Phone Required?	No																							

Draft 2017 Budget 2018 Plan

130.04.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Municipal Inspector Service Connections (limit 70 Characters)						
Business Unit #	2004001	Develop. / Transport. Engineer					
Department	130 - Develop. Eng & Infra. Planning Serv. DCM Planning & Growth Mgmt						
Term of Council Service Excellence Strategy Map	Continuous Improvement - Implement continuous improvement initiatives to improve service and business processes						
Tied to a Capital Project	<input type="checkbox"/> No	<input type="checkbox"/> Project	Approved/ Recognized				
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/> New		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time. Adj.)	2017-2021 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	104,855	-	-	-	104,855	-	104,855
Other continuous costs	3,100	-	-	-	3,100	-	3,100
One-time expenses	10,850	(10,850)	-	-	-	-	-
Offsets/reductions	(118,805)	10,850	-	-	(107,955)	-	(107,955)
Net Operating Budget	\$ (0)	\$ -	\$ -	\$ -	\$ (0)	\$ -	\$ (0)
Associated Capital Costs	\$ 31,444	\$ -	\$ -	\$ -	\$ 31,444	\$ -	\$ 31,444
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
In 2015, DEIPS took over the administration of the sewer servicing contract which was formerly a function of the Public Works Department. This includes preparing a yearly contract and hiring a contractor that is responsible to install both residential and ICI connections which engineering staff manages. With the diversity, complexity and high workload of this function, the span of control has become un-manageable. Accordingly, there is a need to introduce an additional unionized position to improve span of control and to meet both corporate and development industry service level expectations with respect to the administration of the sewer servicing contract. This position will be funded from fees generated from the administration fees charged on all sewer servicing contract.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
An additional resource will ensure that we continue to cultivate an environmentally sustainable city through the adherence to standards and environmental legislation and stakeholder requirements. It will attract investments and create jobs and continue to ensure the safety and well-being of citizens while managing new infrastructure and assets.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
This request will improve service delivery. It will provide a one stop shop for the development community to begin the building process and engage staff from the onset to ensure adherence to City standards. Secondly, this request will also provide additional municipal field inspection and technical support towards the administration of the sewer servicing contract and provide relief to development technologist office staff who currently manage this process to concentrate on their other functions as well as to municipal inspection field staff who have expressed concern over time required to manage the inspection of the servicing contract above their current duties.							
Indicate any impacts this request will have on other departments.							
N/a	Facility Maintenance Services	N/a	Legal	Type of consultation: (limit 200 characters)			
N/a	Information Technology		Other:				
N/a	Human Resources		Other:				
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
Service delivery to the public seeking residential servicing and to developers for ICI projects will be directly impacted.							
Financial Planning & Development Finance Only							
QuesticaBudget Change Request:		Included in Draft Budget:			Approval Received:		

Draft 2017 Budget 2018 Plan

Request Title	Municipal Inspector Service Connections (limit 70 Characters)			
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Municipal Inspector Service connections			
Estimated start date	June 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify length (months or yrs.)	NA			
If Casual/Seasonal PT enter Hourly wage	NA			
Business unit # (override if different than # shown)	2004001			
Grade level	J			
Est. starting step	Start			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	Yes			
Blackberry/Cell Phone Required?	Blackberry			

Draft 2017 Budget 2018 Plan

130.05.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Project Manager - Infrastructure Planning (2 Year Contract)					(limit 70 Characters)	
Business Unit #	2004001	Develop. / Transport. Engineer					
Department	130 - Develop. Eng & Infra. Planning Serv. DCM Planning & Growth Mgmt						
Term of Council Service Excellence Strategy Map	Update the Official Plan and supporting studies						
Tied to a Capital Project	<input checked="" type="checkbox"/> Yes	Project	Transportation Master Plan Update (DE-7141-16)				Approved/ Recognized <input type="checkbox"/> A
Legal/Regulatory Requirement	<input checked="" type="checkbox"/> Yes	Indicate the Statute or Regulation		Planning Act			
ARR Type	Growth		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time. Adj.)	2017-2021 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	106,576	-	-	-	106,576	-	106,576
Other continuous costs	3,250	-	-	-	3,250	-	3,250
One-time expenses	5,400	(5,400)	-	-	-	-	-
Offsets/reductions	(115,226)	5,400	-	-	(109,826)	-	(109,826)
Net Operating Budget	\$ 0	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ 0
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a <u>brief</u> description of the request. (limit 1,325 characters)							
This position, non-union grade 8 (2 Year Contract), will lead a team of City staff and consulting resources to undertake the Transportation Master Plan (TMP) development, adoption and approval. The Project Manager will manage the consultant procurement process, review and direct the work of staff and the consulting team and administrate the associated contract(s). This resource will assist with other supporting documents/studies including the Water, Wastewater and Storm Drainage/Stormwater Management Master Plan Update Studies and provide input into Development Charges by-law update. Additionally, this position will work closely with the Project Manager-Municipal Comprehensive Review (Official Plan) in preparation for the Official Plan and other supporting studies which will guide the City's growth and development to the year 2041. The funding for this ARR will be fully funded from City-Wide Development Charges.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
One of the term of Council priorities is to update the Official Plan and supporting documents; the Transportation Master Plan is a key supporting document to monitor and assess the TMP progress, policy changes, and GTA context.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
This resource will enable the department to deliver the Transportation Master Plan update that ties back to term of Council priority of updating the official plan and supporting documents.							
Indicate any impacts this request will have on other departments.							
N/a	Facility Maintenance Services	N/a	Legal	Type of consultation: (limit 200 characters) HR - recruitment, Policy Planning - Collaboration on Municipal Comprehensive (Official Plan) Review			
N/a	Information Technology	Yes	Other: Policy Planning				
Yes	Human Resources		Other:				
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
This position is needed to deliver on the Department's Service Excellence mandate and the term of Council priorities.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	

Draft 2017 Budget 2018 Plan

Request Title	Project Manager - Infrastructure Planning (2 Year Contract) <small>(limit 70 Characters)</small>			
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <u>Yes</u> If yes, Type: <u>Legislative</u>				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation <small>(limit 850 characters)</small> The Planning Act requires municipalities to prepare Official Plan to set out the municipality's general planning goals and policies that will guide future land use. Such plans are required to be updated every five years, to conform with provincial plans and be consistent with provincial policy statements. Master Plans are supporting documents of the Municipal Comprehensive Official Plan review. Other legislative documents are: the Provincial Policy Statement (PPS), the Oak Ridges Moraine Conservation Plan, the Growth Plan for the Greater Golden Horseshoe ("The Growth Plan") and Development Charges Act.				
Is this the first year of implementation? <u>No</u>				
What is the consequence of non-compliance? (fine, other penalty, amount) <small>(limit 650 characters)</small>				
Risk Management <small>(Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)</small>				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk <small>(limit 150 characters)</small>	
Regulatory/Compliance				
Litigation	High		Appeals to the Ontario Municipal Board	
Complement Details				
<small>Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.</small>				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Project Manager - Infrastructure Planning			
Estimated start date	March 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)	2 years			
If Casual/Seasonal PT enter Hourly wage				
Business unit # <small>(override if different than # shown)</small>	2004001			
Grade level	8			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			

Draft 2017 Budget 2018 Plan

130.02.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Project Manager - Regional Express Rail (3 Year Contract) <small>(limit 70 Characters)</small>						
Business Unit #	2004001	Develop. / Transport. Engineer					
Department	130 - Develop. Eng & Infra. Planning Serv.; DCM Planning & Growth Mgmt						
Term of Council Service Excellence Strategy Map	Continue to develop transit, cycling and pedestrian options to get around the City						
Tied to a Capital Project	<input checked="" type="checkbox"/> Yes	Project DE-7158-15 (Concord GO Secondary Plan Feasibility Study)					Approved/ Recognized <input type="checkbox"/> A
Legal/Regulatory Requirement	<input checked="" type="checkbox"/> Yes	Indicate the Statute or Regulation Greater Toronto Transportation Authority Act; Environmental Assessment Act					
ARR Type	<input type="checkbox"/> Growth		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	106,576	-	-	-	106,576	-	106,576
Other continuous costs	4,050	-	-	-	4,050	-	4,050
One-time expenses	20,400	(20,400)	-	-	-	-	-
Offsets/reductions	(131,026)	20,400	-	-	(110,626)	-	(110,626)
Net Operating Budget	\$ 0	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ 0
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. <small>(limit 1,325 characters)</small>							
<p>The resource, non-union grade 8 (3 Year Contract), will work closely with Metrolinx's staff in coordinating major transit initiatives Region-wide and in particular projects within the City or projects that will impact the City. These major initiatives include the following:</p> <ul style="list-style-type: none"> Regional Transit Plan (the "RTP") - guide the works being done to transform the transportation network in the Greater Toronto and Hamilton Area (the "GTHA"). The review of the GTHA's first RTP ("The Big Move") is underway to ensure that it continues to reflect the transportation priorities of the region and can do so with a 25 year outlook to 2041. Regional Express Rail (RER) - Metrolinx is embarking on a massive transformation of the GO rail network to provide faster, more frequent and reliable GO train services. Over the next 10 years, the GO rail network will be expanded to enable up to 15-minute, electrified train service in the core areas and an increase of four times the number of train trips on off-peak hours and double current train services during peak hours throughout the network. In order to deliver these RER initiatives, a number of planning and design projects will be required. <p>In the interim, the position will be funded by City-Wide development charges as the Metrolinx funding approval is yet to be confirmed.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. <small>(limit 1,000 characters)</small>							
This request directly links to the "Continue to develop transit, cycling and pedestrian options to get around the City." Working closely with Metrolinx, this resource will be focusing on transit projects related to Regional Express Rail to directly improve GO transit as an option for residents in the City, particularly related to faster, more frequent and more reliable GO train service.							
Describe how this request relates to Departmental Business Plan. <small>(limit 720 characters)</small>							
This resource will enable the department to deliver on the pedestrian and cycling strategy.							
Indicate any impacts this request will have on other departments.							
<input checked="" type="checkbox"/> X	Facility Maintenance Services	<input type="checkbox"/>	Legal	Type of consultation: <small>(limit 200 characters)</small> HR - recruitment; Facility Maintenance Services to provide accommodations for the position			
<input type="checkbox"/>	Information Technology	<input type="checkbox"/>	Other: _____				
<input checked="" type="checkbox"/> X	Human Resources	<input type="checkbox"/>	Other: _____				
Are there any implications if this ARR is not approved? Please describe. <small>(limit 600 characters)</small>							
City resources are required to facilitate the implementation of the Regional Express Rail projects in Vaughan, as part of the Transit EA process Metrolinx follows - the Transit Project Assessment Process (TPAP) and to support the City's interests.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:		Included in Draft Budget:			Approval Received:		

Draft 2017 Budget 2018 Plan

Request Title	Project Manager - Regional Express Rail (3 Year Contract)			(limit 70 Characters)
Implications/Consequences (if request not approved)				
Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, Type: <input type="text"/> Legislative				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
Greater Toronto Transportation Authority Act Environmental Assessment Act				
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Project Manager - Regional Express Rail			
Estimated start date	March 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)	3 years			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2004001			
Grade level	8			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	No			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			

Draft 2017 Budget 2018 Plan

130.03.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Project Manager - Rapid Transit (2 Year Contract)					(limit 70 Characters)	
Business Unit #	2004001	Develop. / Transport. Engineer					
Department	130 - Develop. Eng & Infra. Planning Serv. DCM Planning & Growth Mgmt						
Term of Council Service Excellence Strategy Map	Continue to develop transit, cycling and pedestrian options to get around the City						
Tied to a Capital Project	<input type="checkbox"/> No	<input type="checkbox"/> Project					Approved/ Recognized <input type="checkbox"/>
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/> Growth		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Non-Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time. Adj.)	2017-2021 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	106,576	-	-	-	106,576	-	106,576
Other continuous costs	4,050	-	-	-	4,050	-	4,050
One-time expenses	20,400	(20,400)	-	-	-	-	-
Offsets/reductions	(131,026)	20,400	-	-	(110,626)	-	(110,626)
Net Operating Budget	\$ 0	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ 0
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
This resource, a non-union 2 Year Contract, is required to manage the City's growth management initiatives and rapid transit initiatives. The resource will work on Review of BRT (Bus Rapid Transit): • VMC to Bowes Road; • West of Jane Street - Jane Street to Helen Street (open in 2018); • Bruce Street, east to Yonge Street (Phase two). The resource will be funded from Metrolinx via York Region to the City. If funding is not received the position will not be filled.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
This request directly links to the "Continue to develop transit, cycling and pedestrian options to get around the City." Working closely with the Region and Metrolinx, this resource will be focusing on coordinating rapid transit initiatives Region-wide and in particular projects within the City or projects that will impact the City.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
This resource will manage elements of the City's growth management initiatives and rapid transit initiatives.							
Indicate any impacts this request will have on other departments.							
	Facility Maintenance Services		Legal	Type of consultation: (limit 200 characters)			
	Information Technology		Other:				
	Human Resources		Other:				
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
Yes, this will impact the delivery of the BRT.							
Financial Planning & Development Finance Only Questica Budget Change Request: _____ Included in Draft Budget: _____ Approval Received: _____							

Draft 2017 Budget 2018 Plan

Request Title	Project Manager - Rapid Transit (2 Year Contract)			(limit 70 Characters)
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/> Yes				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Project Manager - Rapid Transit			
Estimated start date	March 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)	2 years			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2004001			
Grade level	8			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	No			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			

Draft 2017 Budget 2018 Plan

130.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET																	
ADDITIONAL RESOURCE REQUEST																	
Request Title	Project Manager - Transportation Development					(limit 70 Characters)											
Business Unit #	2004001	Develop. / Transport. Engineer															
Department	130 - Develop. Eng & Infra. Planning Serv.; DCM Planning & Growth Mgmt																
Term of Council Service Excellence Strategy Map	Continue to develop transit, cycling and pedestrian options to get around the City																
Tied to a Capital Project	<input type="checkbox"/> No	<input type="checkbox"/> Project					Approved/ Recognized										
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation															
ARR Type	<input type="checkbox"/> Growth		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Labour												
Annual Budget Change Summary																	
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total										
Staffing																	
Complements	1.00	-	-	-	1.00	-	1.00										
Net FTE's	1.00	-	-	-	1.00	-	1.00										
Operating Revenue	-	-	-	-	-	-	-										
Operating Costs																	
Staffing & Benefits	125,500	-	-	-	125,500	-	125,500										
Other continuous costs	3,250	-	-	-	3,250	-	3,250										
One-time expenses	20,400	(20,400)	-	-	-	-	-										
Offsets/reductions	(149,150)	20,400	-	-	(128,750)	-	(128,750)										
Net Operating Budget	\$ 0	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ 0										
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -										
Request Description: Please provide a brief description of the request. (limit 1,325 characters)																	
<p>The PM, Transportation Development is the senior lead responsible for the review of Development applications. This role collaborates with the team on projects and provides expertise to transportation engineering work related to new developments. In addition, the PM will directly review and coordinate some of the more complex, high priority files. The PM will prepare materials and strategy to attend and provides evidence as required at Ontario Municipal Board hearings and appeals. The position is a non-union full-time permanent role that will be funded from Engineering Reserve.</p>																	
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)																	
<p>This request directly links to the "Continue to develop transit, cycling and pedestrian options to get around the City", "Improve Municipal Road Network", and "Facilitate the development of the VMC".</p>																	
Describe how this request relates to Departmental Business Plan. (limit 720 characters)																	
<p>This resource will enable the department to deliver on Engineering review and approval of development applications, manage and facilitate development in the VMC and other intensification corridors, manage elements of the City's growth management initiatives, review and approve traffic impact and parking studies associated with development applications, participate in Ontario Municipal Board mediation sessions/hearings.</p>																	
Indicate any impacts this request will have on other departments.																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Facility Maintenance Services</td> <td style="width: 50%; text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Information Technology</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> <tr> <td>Human Resources</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> </table>		Facility Maintenance Services	<input type="checkbox"/>	Information Technology	<input checked="" type="checkbox"/>	Human Resources	<input checked="" type="checkbox"/>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Legal</td> <td style="width: 50%; text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Other: Development Planning</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Other:</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>		Legal	<input type="checkbox"/>	Other: Development Planning	<input type="checkbox"/>	Other:	<input type="checkbox"/>	Type of consultation: (limit 200 characters) HR- recruitment, Development Planning - Development review input	
Facility Maintenance Services	<input type="checkbox"/>																
Information Technology	<input checked="" type="checkbox"/>																
Human Resources	<input checked="" type="checkbox"/>																
Legal	<input type="checkbox"/>																
Other: Development Planning	<input type="checkbox"/>																
Other:	<input type="checkbox"/>																
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)																	
The department will not be able to review and approve development applications within established service delivery expectations and as per requirements of the Planning Act.																	
Financial Planning & Development Finance Only Questica Budget Change Request: _____ Included in Draft Budget: _____ Approval Received: _____																	

Draft 2017 Budget 2018 Plan

130.01.2017

Request Title		Project Manager - Transportation Development (limit 70 Characters)	
Implications/Consequences (if request not approved)			
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>			
Are there any Legislative or Regulatory Requirements that this ARR is addressing?		Yes If yes, Type: Legislative	
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)			
The Planning Act			
Is this the first year of implementation?		Yes	
What is the consequence of non-compliance? (fine, other penalty, amount)		(limit 650 characters)	
Appeal - Ontario Municipal Board			
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)			
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)
Litigation	High		Ontario Municipal Board mediation/hearing
Regulatory/Compliance			
Complement Details			
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.			
Complement Information	Position #1	Position #2	Position #3
Budget Year	2017		
Position title	Project Manager - Transportation		
Estimated start date	March 1, 2017		
# of positions requested	1.00		1.00
Full-time equivalents (FTEs)	1.00		1.00
Position type	Full-time		
Position agreement classification	Mgmt/Non-union		
If contract, specify length (months or yrs.)	na		
If Casual/Seasonal PT enter Hourly wage			
Business unit # (override if different than # shown)	2004001		
Grade level	8		
Est. starting step	1		
Desktop (HR) Review Performed?	No		
B&F Accommodations Available?	No		
Desktop Computer or Laptop required?	Desktop		
Fleet Vehicle Required?	No		
Blackberry/Cell Phone Required?	No		

Draft 2017 Budget 2018 Plan

181.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Clerk Typist (Part-time) <small>(limit 70 Characters)</small>						
Business Unit #	180001	Planning - Administration					
Department	181 - Development Planning; Policy Planning						
Term of Council Service Excellence Strategy Map	Continuous Improvement - Implement continuous improvement initiatives to improve service and business processes						
Tied to a Capital Project	<input type="checkbox"/> No	<input type="checkbox"/> Project	Approved/Recognized				
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/> Growth		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	0.69	-	-	-	0.69	-	0.69
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	32,326	-	-	-	32,326	-	32,326
Other continuous costs	750	-	-	-	750	-	750
One-time expenses	500	(500)	-	-	-	-	-
Offsets/reductions	(33,576)	-	-	-	(33,576)	-	(33,576)
Net Operating Budget	\$ (0)	\$ (500)	\$ -	\$ -	\$ (500)	\$ -	\$ (500)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. <small>(limit 1,325 characters)</small>							
<p>The request for permanent part-time clerical position with the Development Planning Department will be beneficial to the team to assist in providing front counter coverage, updating the PLANit database on an on-going basis and other administrative duties to alleviate the current pressures on the administrative team. In addition to providing administrative support to the planning staff, this position will assist the Cultural Heritage/Urban Design Section within the department. This position is a first point of contact to the Department, providing customer service by responding to front counter and phone enquiries from the public and staff, accepting planning applications, interpreting information contained in documents related to planning applications. This position will also assist in file maintenance, records, and perform other related duties as assigned to meet strategic initiatives and provide service excellence. The Clerk Typist position will also provide continuous improvement and effective service delivery by updating the new web based PLANit Viewer platform to allow the public to access and view the status of development planning applications. The need for a permanent position has been identified with multiple contract assignments from 2014 to current date in order to perform the above duties and update both the internal and external databases on an ongoing basis.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. <small>(limit 1,000 characters)</small>							
<p>This position links to the Term of Council Service Excellence Strategy Map through Continuous Service Delivery by providing staff, internal/external agencies, and the public with effective service delivery by enhancing operational performance for the department and the corporation.</p>							
Describe how this request relates to Departmental Business Plan. <small>(limit 720 characters)</small>							
<p>This position links to the Departmental Business Plan through Continuous Service Delivery by providing staff, internal/external agencies, and the public with effective service delivery by enhancing operational performance for the department and the corporation.</p>							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services	Legal	Type of consultation: <small>(limit 200 characters)</small>					
Information Technology	Other: _____						
Human Resources	Other: _____						
Are there any implications if this ARR is not approved? Please describe. <small>(limit 600 characters)</small>							
<p>The implication of not approving this ARR is that it will place greater workload on administrative staff and resources due to increased volume of applications, development inquiries, and other related planning items. Also, the Planners/Urban Designers and Cultural Heritage Coordinators would continue to carry the administrative workload and the department would incur the associated costs at a higher position rate rather than at a lower administrative rate. It would be more efficient to hire a permanent part-time position to alleviate the pressure from the planning/urban design and cultural heritage staff within the Planning Department.</p>							
Financial Planning & Development Finance Only Questica Budget Change Request: _____ Included in Draft Budget: _____ Approval Received: _____							

Draft 2017 Budget 2018 Plan

Request Title	Clerk Typist (Part-time)			(limit 70 Characters)
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
Is this the first year of implementation? <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Clerk Typist			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	0.69			0.69
Position type	Part-time			
Position agreement classification	Part Time Salary			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	180001			
Grade level	3			
Est. starting step	Start			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	No			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			

Draft 2017 Budget 2018 Plan

125.02.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	PART-TIME EVENTS CO-ORDINATOR (12 Month Contract)						(limit 70 Characters)
Business Unit #	1900020	Cultural Programming					
Department	125 - Economic and Business Develop.; DCM Planning & Growth Mgmt.						
Term of Council Service Excellence Strategy Map	Support and promote arts, culture, heritage and sports in the community						
Tied to a Capital Project	No	Project					Approved/ Recognized
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation					
ARR Type	New		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	0.69	-	-	-	0.69	-	0.69
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	47,316	-	-	-	47,316	-	47,316
Other continuous costs	2,650	-	-	-	2,650	-	2,650
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	(49,966)	-	-	-	(49,966)	-	(49,966)
Net Operating Budget	\$ (0)	\$ -	\$ -	\$ -	\$ (0)	\$ -	\$ (0)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
<p>The Ec. Dev. + Culture Services Dept. in cooperation with Recreation Services submitted applications to the Canada 150 Fund for the organization and execution of events in celebration of Canada's 150 Birthday, including an augmented Canada Day program; Arts in Focus exhibition; VMC Gaming Challenge; Ambassador & School Programs. The City has also applied for funding under the Ontario 150 Community Celebration and Ontario 150 Partnership Programs. The application for these funding programs has Council approval. These events are over-and-above the established programming executed by staff on an annual basis; and therefore requires the assistance of an Events Co-ordinator. The role of the Events Co-ordinator is to plan, co-ordinate and execute special events, including creating event workplans, monitoring budgets, developing marketing and communications related to events, seeking partners and sponsors, etc. The role requires an individual who is dynamic, creative and resourceful, capable of liaising with community partners, sponsors, non-profit organizations, and the public at large. The Canada 150 funding application includes a budget of \$50K for professional fees. The part-time Event-Coordinator position is needed for 2017 only and will only be filled if the grant funding is approved.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
<p>This ARR is linked to the following priorities within the Term of Council Service Excellence Strategy Map: 1) Support and promote arts, culture, heritage and sports in the community.; and 2) Facilitate the development of the VMC. Both the Canada 150 and Ontario 150 funding programs support communities in the development of celebration programs that promote diversity, celebrate the Canadian identity and achievements, as well as its natural beauty and resources as a legacy for tomorrow. Vaughan's program aligns with the mandate of the funding. It also takes the opportunity to showcase Vaughan's robust economy and promote the new downtown, the Vaughan Metropolitan Centre by hosting events on-site.</p>							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
<p>The Economic Development Strategy: Building a Gateway to Tomorrow's Economy speaks to growing a dynamic quality of place and creative economy. The creation of a robust arts and culture sector contributes to placemaking - making Vaughan an attractive location for talent, and hence business investment.</p>							
Indicate any impacts this request will have on other departments.							
Y	Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters)				
Y	Information Technology	Other: _____					
Y	Human Resources	Other: _____					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
<p>If this ARR is not approved, the City will not be able to execute the Canada 150 and Ontario 150 programs that it has applied for.</p>							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	

Draft 2017 Budget 2018 Plan

Request Title	PART-TIME EVENTS CO-ORDINATOR (12 Month Contract)			(limit 70 Characters)
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
Is this the first year of implementation? <input type="checkbox"/> No <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Events Co-ordinator			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	0.69			0.69
Position type	Part-time			
Position agreement classification	Contract			
If contract, specify length (months or yrs.)	12			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	1900001			
Grade level	4			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	Blackberry			

Draft 2017 Budget 2018 Plan

125.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET								
ADDITIONAL RESOURCE REQUEST								
Request Title	INTERNATIONAL BUSINESS MISSIONS (limit 70 Characters)							
Business Unit #	1905008	Foreign Business Development						
Department	125 - Economic and Business Develop.; DCM Planning & Growth Mgmt							
Term of Council Service Excellence Strategy Map	Attract investment and create jobs							
Tied to a Capital Project	No	Project						Approved/ Recognized
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation						
ARR Type	New		Labour/Non-Labour		Non-Labour			
Annual Budget Change Summary								
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time. Adj.)	2017-2021 Sub-total	
Staffing								
Complements	-	-	-	-	-	-	-	
Net FTE's	-	-	-	-	-	-	-	
Operating Revenue	-	-	-	-	-	-	-	
Operating Costs								
Staffing & Benefits	-	-	-	-	-	-	-	
Other continuous costs	-	-	-	-	-	-	-	
One-time expenses	35,000	(35,000)	-	-	-	-	-	
Offsets/reductions	-	-	-	-	-	-	-	
Net Operating Budget	\$ 35,000	\$ (35,000)	\$ -	\$ -	\$ -	\$ -	\$ -	
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Request Description: Please provide a <u>brief</u> description of the request. (limit 1,325 characters)								
<p>The Economic Development + Culture Services Department's 10-year Strategy places importance on business attraction activities in the following markets: Italy, China, Israel and US. Doing business in international markets requires a continuity of efforts, including making regular visits to those markets to maintain business and government relationships. The ARR is to augment the current budget to accommodate business missions to Italy, Israel and China. The City was last in these markets: Italy (2012), Israel (2013), and China (2015). 2017 is also the 25th Anniversary of Vaughan's twinning with Sora, Italy. Preliminary discussions are taking place for the planning of celebratory events to mark this occasion. The additional funds will provide for travel, professional fees and marketing collateral for missions to Italy and Israel in 2017; and the preparatory work for a China Mission in early 2018.</p>								
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)								
<p>This ARR is linked to Priority: attract investment and create jobs. The intent of business missions is to foster trade and investment in markets where Vaughan has economic affinities.</p>								
Describe how this request relates to Departmental Business Plan. (limit 720 characters)								
<p>Foreign business development has been identified in the EDCS's Business Plan under activities related to attracting investment and creating jobs. The Department has an ongoing foreign business development program, however budget usually only allows for one large mission to be undertaken in a calendar year. The cancellation of an outbound mission in 2016, in favour of hosting an inbound mission has pushed demand for additional business travel in 2017. Therefore the Department has been requested to facilitate missions to Italy and Israel, as well as facilitating the pre-mission planning for China in 2018.</p>								
Indicate any impacts this request will have on other departments.								
Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters)						
Information Technology	Other:							
Human Resources	Other:							
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)								
<p>If the ARR is not approved, the City will not be able to implement the business mission to Israel or begin preparatory mission planning for China in early 2018.</p>								
Financial Planning & Development Finance Only								
Questica Budget Change Request:		Included in Draft Budget:			Approval Received:			

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Request Title	INTERNATIONAL BUSINESS MISSIONS (limit 70 Characters)			
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
Is this the first year of implementation? <input type="checkbox"/> No <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
Desktop Computer or Laptop required?				
Fleet Vehicle Required?				
Blackberry/Cell Phone Required?				

Draft 2017 Budget 2018 Plan

185.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Project Manager, New Community Areas Block 27 (contract extension 1yr) (limit 70 Characters)						
Business Unit #	185001	Policy Planning					
Department	185 - Policy Planning; Urban Design						
Term of Council Service Excellence Strategy Map	Attract investment and create jobs						
Tied to a Capital Project	<input checked="" type="checkbox"/> Yes	Project	New Community Areas Secondary Plans - Block 41(PL-9533-13) and Block 27(PL-9535-13)				Approved/ Recognized <input type="checkbox"/> A
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/> Growth		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Non-Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	164,344	-	-	-	164,344	-	164,344
Other continuous costs	-	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	(164,344)	-	-	-	(164,344)	-	(164,344)
Net Operating Budget	\$ (0)	\$ -	\$ -	\$ -	\$ (0)	\$ -	\$ (0)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
Request for the extension of the Project Manager New Community Areas for a one year period. The Project Manager New Community Areas is responsible for the management and coordination of the process which lead to the preparation, adoption and ultimate approval of the Secondary Plans to govern the growth and development of the New Community Areas, as defined in the City of Vaughan Official Plan 2010. As a result in changes in Provincial policies, (the Provincial Plan Coordinated Review), the confirmation of a GO Rail Station site in Block 27 and a number of unresolved issues associated with the environment, servicing and the location of key public facilities, the completion of the secondary plans has been delayed. In order to maintain momentum, it will be necessary to extend the Project Manager Position for an additional year to assist in bringing closure to the remaining issues and proceed with the adoption of the required Secondary Plans.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
The subject development areas represent the City's last new development areas that will provide for ground related housing to the year 2031. The City is rapidly depleting its available supply in this market. Failure to secure the development approvals will result in the City being unable to develop on interim servicing capacity and may obstruct measures to advance the servicing of these areas. Failure to secure these approvals will further constrict the supply on an already tight market for ground related housing, thereby exacerbating pricing pressures. Also, this process will be contributing to the case for the early development of the Block 27 Kirby GO Rail station. Ensuring the resolution of the issues surrounding these secondary plans will be critical to supplying the City's mid-term housing supply, securing the Kirby Station and the provision of jobs and investment in infrastructure and servicing and the workforce for the Vaughan 400 Employment Area.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
The development of these blocks is foundational to the City's growth and development to 2031 and its timely delivery forms one of the assumptions underlying the City's Official Plan Review. The Kirby Station relates to the need to develop transit, cycling and pedestrian options to get around the City. It will also contribute to attracting investment and creating jobs and will assist in creating and managing affordable housing options.							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services	Legal				Type of consultation: (limit 200 characters)		
Information Technology	Other:						
Human Resources	Other:						
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
There is a project risk in terms of delay and quality of outcome if sufficient oversight is not provided. Particularly vulnerable will be the Station site. The Block 27 process is one of the components that can advance the early approval of the station. Operationally, if this position is not filled, then resources in Policy Planning will be required to fill in, thereby redirecting resources away from other projects.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	

Draft 2017 Budget 2018 Plan

Request Title	Project Manager, New Community Areas Block 27 (contract extension 1yr)			(limit 70 Characters)
Implications/Consequences (if request not approved)				
Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, Type: <input type="text"/> Legislative				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
The Planning Act requires that all development be preceded by approved official plan policies that enable the development of the lands, in accordance with pertinent Provincial Policy Statements, Plans and guidelines. (Sections 16 -26).				
Is this the first year of implementation? <input type="checkbox"/> No <input type="checkbox"/> Yes				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
If inadequate oversight is provided it results to risks to the City and third parties in terms of the timing and quality of development. The Project Manager is also charged with ensuring that the process requirements of the Act are met. Failure to meet the requirements of the Act, along with questions of product quality, could expose the City to expensive Ontario Municipal Board appeals.				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Litigation	High	\$100,000	Appeals to the Ontario Municipal Board. Costs of appeals could run from \$100,000 to \$500,000.	
Regulatory/Compliance	Low	\$0	Failure in regulatory compliance could result in Ontario Municipal Board appeals.	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title				
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Contract			
If contract, specify length (months or yrs.)	1 year			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	165001			
Grade level	9			
Est. starting step	5			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?				
Fleet Vehicle Required?	N/A			
Blackberry/Cell Phone Required?	No			

Draft 2017 Budget 2018 Plan

122.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET								
ADDITIONAL RESOURCE REQUEST								
Request Title	Sustainability Coordinator - Energy Manager (4 year contract) <small>(limit 70 Characters)</small>							
Business Unit #	020032	Environmental Sustainability						
Department	122 - Environmental Sustainability; DCM Planning & Growth Mgmt							
Term of Council Service Excellence Strategy Map	Continue to cultivate an environmentally sustainable city							
Tied to a Capital Project	<input type="checkbox"/> No	<input type="checkbox"/> Project						Approved/ Recognized
Legal/Regulatory Requirement	<input checked="" type="checkbox"/> Yes	Indicate the Statute or Regulation Ontario Regulation 397/11						
ARR Type	<input type="checkbox"/> Transformational		<input type="checkbox"/> Labour/Non-Labour		<input checked="" type="checkbox"/> Labour			
Annual Budget Change Summary								
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total	
Staffing								
Complements	1.00	-	-	-	1.00	-	1.00	
Net FTE's	1.00	-	-	-	1.00	-	1.00	
Operating Revenue	-	-	-	-	-	-	-	
Operating Costs								
Staffing & Benefits	112,245	-	-	-	112,245	-	112,245	
Other continuous costs	1,450	-	-	-	1,450	-	1,450	
One-time expenses	-	-	-	-	-	-	-	
Offsets/reductions	(113,695)	-	-	-	(113,695)	-	(113,695)	
Net Operating Budget	\$ (0)	\$ -	\$ -	\$ -	\$ (0)	\$ -	\$ (0)	
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Request Description: Please provide a brief description of the request. <small>(limit 1,325 characters)</small>								
<p>The Embedded Energy Manager (EEM) Agreement with PowerStream was originally signed by the Clerk and Mayor on November 1, 2014, as authorized by the CW report of October 20, 2012 (Item 24, Rpt. 39). The January 11, 2016 report (Item 5, Rpt. 1) of the Finance, Admin and Audit Committee identified the renewed EEM program for the 2016 to 2020 period and recommended to proceed with a consulting contract for the EEM position in 2016. The Report also identified the need for an ARR to be "submitted in the 2017 budget cycle to extend the role as a full-time contract position for the remainder of the term of the IESO EEM Program from 2017 to 2020". Ontario's Climate Change Strategy, Climate Change Action Plan and Growth Plan explicitly link building complete communities and reducing greenhouse gas (GHG) emissions. Emphasis is given to the role of public service facilities in the Provincial policy direction. Actions to reduce GHG emissions in buildings include energy efficiency measures, renewable energy and alternative energy generation, and connected energy systems (micro-grid, district energy and other systems). As cap and trade and the Greenhouse Gas Reduction Account are implemented, a dedicated staff person is necessary to navigate the rules to maximize energy savings, GHG emissions reductions, and financial gains to the City.</p>								
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. <small>(limit 1,000 characters)</small>								
<p>Implementation of the Energy Conservation Demand Management Plan, required by Provincial legislation, is identified through several actions in support of the Term of Council Priority to "continue to cultivate an environmentally sustainable City" (T12), including specific actions: energy saving in City facilities (T12.1); and the LED streetlight retrofit project (T12.3). There is alignment with the Term of Council Priority for infrastructure management and renewal (T06), including the following specific actions: Facility renovations for 11 buildings described in T06.4 to T06.15; and informing corporate asset management (T06.2).</p> <p>Implementing the energy conservation measures identified in the audit of 15 facilities has the potential to save the City over \$600,000 annually in energy costs in these facilities alone. The EEM program also allows the City to receive rebates for many of the capital project retrofits.</p>								
Describe how this request relates to Departmental Business Plan. <small>(limit 720 characters)</small>								
<p>The Environmental Sustainability team, together with Facility Maintenance Services, is responsible for the Energy Conservation Demand Management Plan (ECDMP) in accordance with Provincial legislation (O. Reg. 397/11). The ECDMP addresses energy conservation and reduced greenhouse gas (GHG) emissions of City assets (facilities and lighting). Reducing corporate GHG emissions is a component of Green Directions Vaughan, the City's Community Sustainability and Environmental Master Plan. Reducing corporate GHG emissions is tracked to meet obligations under FCM's Partners for Climate Protection. The City recently completed the Municipal Energy Plan to identify actions for GHG emissions reductions for the broader community.</p>								
Indicate any impacts this request will have on other departments.								
<input checked="" type="checkbox"/> Yes	Facility Maintenance Services	<input type="checkbox"/> Legal	Type of consultation: <small>(limit 200 characters)</small>					
<input type="checkbox"/>	Information Technology	<input type="checkbox"/> Other: _____						
<input type="checkbox"/>	Human Resources	<input type="checkbox"/> Other: _____						
Are there any implications if this ARR is not approved? Please describe. <small>(limit 600 characters)</small>								
<p>(1) Not approving the ARR would require that the City terminate the Embedded Energy Manager Agreement with PowerStream, which provides \$80,000 annually to support the position. (2) The City risks not meeting energy reporting requirements in accordance with O. Reg. 397/11. (3) The City would not have the staff to coordinate facility retrofits for financial rebates under PowerStream's Embedded Energy Manager program or Enbridge's "Run it Right" program. (4) Limited staff resources will make it difficult to use the ECDMP and the MEP to obtain Federal and Provincial funding under climate change action programs.</p>								
Financial Planning & Development Finance Only QuesticaBudget Change Request: _____ Included in Draft Budget: _____ Approval Received: _____								

Draft 2017 Budget 2018 Plan

Request Title	Sustainability Coordinator - Energy Manager (4 year contract)			(limit 70 Characters)
Implications/Consequences (if request not approved)				
Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, Type: <input type="checkbox"/> Regulatory <input type="checkbox"/> Other				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
Ontario Regulation 397/11 under the Green Energy Act requires that public institutions prepare an energy conservation demand management plan by 2014 to be renewed every 5 years and to report annually on energy consumption of facilities. Other related legislation and/or provincial policy include the Climate Change Action Plan (Climate Change Mitigation and Low-carbon Economy Act, 2016) and the Growth Plan for the Greater Golden Horseshoe.				
Is this the first year of implementation? <input type="checkbox"/> No <input type="checkbox"/> Yes				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 550 characters)				
O. Reg. 397/11 under the Green Energy Act does not appear to stipulate a fine for non-compliance. Public institutions are mandated to report energy use of facilities to the Province to the Broader Public Sector portal and to make the energy reporting available to the public. A public listing is made available of municipalities that do not comply.				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Regulatory/Compliance	Low	\$0	The risk of non-compliance is more reputational given the importance placed on climate change mitigation by the Federal and Provincial governments.	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Sustainability Coordinator-Energy Manager			
Estimated start date	January 12, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Contract			
If contract, specify length (months or yrs.)	3 years			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	20032			
Grade level	5			
Est. starting step	5			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?				
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			

Draft 2017 Budget 2018 Plan

185.02.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	GIS Project Manager, Municipal Comprehensive (OP) Review (2 yr contract) (limit 70 Characters)						
Business Unit #	185001	Policy Planning					
Department	185 - Policy Planning; Urban Design						
Term of Council Service Excellence Strategy Map	Update the Official Plan and supporting studies						
Tied to a Capital Project	Yes	Project	Municipal Comprehensive Review				Approved/Recognized: A
Legal/Regulatory Requirement	Yes	Indicate the Statute or Regulation		Planning Act and Provincial Growth Plan			
ARR Type	Growth		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	130,172	131,800	(131,800)	-	130,172	-	130,172
Other continuous costs	2,400	2,400	(2,400)	-	2,400	-	2,400
One-time expenses	36,500	(36,500)	-	-	-	-	-
Offsets/reductions	(189,072)	(134,000)	-	-	(303,072)	-	(303,072)
Net Operating Budget	\$ 0	\$ (36,500)	\$ (134,000)	\$ -	\$ (170,500)	\$ -	\$ (170,500)
Associated Capital Costs	\$ 710,939	\$ 674,815	\$ 169,950	\$ -	\$ 1,555,704	\$ -	\$ 1,555,704
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
<p>The position will be responsible for maintaining and enhancing existing spatial databases as well as creating new datasets and performing spatial/statistical analysis using different analytical approaches. This will include building a system that will support Growth Management decision-making and provide the basis for developing a long-term Official Plan performance tracking program based on indicators to be developed through the process. Base information will include sources such as Zoning, Official Plan and Natural Heritage Network GIS mapping and statistical and GIS sources from third parties such as the Province (LIO), the Region of York, and the Census of Canada. Preparing visualizations to support the City's Municipal Comprehensive (OP) Review and to provide responses to corporate, agency and authorized public inquiries will be important. The position will also assist, where appropriate, in identifying appropriate technology or upgrades to existing systems and data sources to advance the preparation of the MCR. This position will report to the Director of Policy Planning and Environmental Sustainability and work closely with the Project Manager - Municipal Comprehensive Review, various City Departments, the public and external agencies as the project lead on all Growth Management GIS/analytics related initiatives.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
<p>This request links to Term of Council Priority - Update the Official Plan and Supporting Studies. This request also links to Service Excellence Strategic Initiatives including, Citizen Experience: Improvement Through Technology & Consistent Service Delivery, and Operational Performance: Effective Service Delivery.</p>							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
<p>This project is defined in the Department's Business Plan and the Capital Budget associated with the Municipal Comprehensive (OP) Review. This position will help the City fulfill its obligations under the Planning Act and Provincial Growth Plan to conduct a Municipal Comprehensive Review to implement Growth Plan Amendment No.2 and conduct the City's statutory 5-year Official Plan review as part of the City's Growth Management Strategy Update, to ensure compliance with the Provincial Plans and Policies, the York Region Official Plan (currently under review), and to allow the City to plan for growth to the 2041 horizon. This is a growth related capital project.</p>							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services	X	Legal	Type of consultation: (limit 200 characters)				
Information Technology	X	Other: Development Planning					
Human Resources	X	Other: Other City Departments					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
<p>The City is required to conduct this review. It will provide compliance of the City's OP with the York Region OP and the Provincial Plans. It will provide for new development potential for the City out to 2041 and address land uses policies regarding intensification and potential boundary expansion. Vaughan Council has requested that the OP review be completed by Q1 2018.</p>							
Financial Planning & Development Finance Only							
Questica Budget Change Request:		Included in Draft Budget:			Approval Received:		

Draft 2017 Budget 2018 Plan

Request Title	GIS Project Manager, Municipal Comprehensive (OP) Review (2 yr contract) (limit 70 Characters)			
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, Type: <input type="checkbox"/> Legislative <input type="checkbox"/> Regulatory				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters) Ontario Planning Act: Requirement for Provincial Plan Conformity (Growth Plan for the Greater Golden Horseshoe - Amendment No. 2) and requirement for a 5-year of the current Official Plan. The Ministry of Municipal Affairs and Housing has advised that the required Official Plan amendment must be adopted by Council, no later than June 2018 subject to outcome of OP review.				
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters) Little consequence of non-compliance. Probable flexibility in time of adoption as long as the work is proceeding.				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Litigation	High		The probability of litigation emerging from the process is high. This would be in the form of Ontario Municipal Board Appeals, in response to the adoption of the plan.	
Health and Safety	None		The health and safety issues are no different from normal operations.	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Project Manager			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)	24 months			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	185001			
Grade level	8			
Est. starting step	2			
Desktop (HR) Review Performed?	N/A			
B&F Accommodations Available?	No			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			

Draft 2017 Budget 2018 Plan

155.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Waste Management Coordinator (12 Month Contract)					(limit 70 Characters)	
Business Unit #	2330001	Waste Management - Administ.					
Department	155 - Environmental Services; Waste Mgmt.						
Term of Council Service Excellence Strategy Map	Continue to cultivate an environmentally sustainable city						
Tied to a Capital Project	<input type="checkbox"/> No	<input type="checkbox"/> Project					Approved/ Recognized <input type="checkbox"/>
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/> Growth		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	94,289	-	-	-	94,289	-	94,289
Other continuous costs	-	-	-	-	-	-	-
One-time expenses	4,450	(4,450)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 98,739	\$ (4,450)	\$ -	\$ -	\$ 94,289	\$ -	\$ 94,289
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
Waste Management Coordinator needed for 12 months to implement the program approved by Council through the Condo Task Force to start providing city waste collection programs to the multi-residential units. There is an intensive set up period where multi-residential buildings need to be assessed for eligibility to the program. The initial work is being performed by consultants.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
This position will approach multi-residential buildings where solid waste is currently collected privately and engage them in becoming part of the city program. The city solid waste program promotes diversion and the multi-residential buildings will have to comply with the City of Vaughan diversion programs. This will increase diversion and promotes an environmentally sustainable city.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
Council directed staff to include in the 2018 solid waste contract the collection of solid waste from all multi-residential buildings. As such, this direction is part of the business plan for Environmental Services							
Indicate any impacts this request will have on other departments.							
<input checked="" type="checkbox"/>	Facility Maintenance Services	<input type="checkbox"/> Legal	Type of consultation: (limit 200 characters) Hire the contract person. Locate a space for this person to sit, may require configuration. Computers will need to be purchased and other IT needs required by the individual				
<input checked="" type="checkbox"/>	Information Technology	<input type="checkbox"/> Other: _____					
<input checked="" type="checkbox"/>	Human Resources	<input type="checkbox"/> Other: _____					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
The multi-residential collection program may not be available to all multi-residential units, contrary to the direction of Council.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:		Included in Draft Budget:			Approval Received:		

Draft 2017 Budget 2018 Plan

Request Title	Waste Management Coordinator (12 Month Contract)			(limit 70 Characters)
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Waste Management Coordinator			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Contract			
If contract, specify length (months or yrs.)	1 year			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2330001			
Grade level	5			
Est. starting step	1			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Laptop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			

Draft 2017 Budget 2018 Plan

135.02.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Project Manager - Facility Planning (18 Months Contract)					(limit 70 Characters)	
Business Unit #	2054001	Infrastructure Delivery					
Department	135 - Infrastructure Delivery; DCM Public Works						
Term of Council Service Excellence Strategy Map	Invest, renew and manage infrastructure and assets						
Tied to a Capital Project	Yes	Project BF 8480-15				Approved/Recognized	A
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation					
ARR Type	Transformational		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	95,620	-	-	-	95,620	-	95,620
Other continuous costs	1,850	-	-	-	1,850	-	1,850
One-time expenses	6,200	(6,200)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 103,670	\$ (6,200)	\$ -	\$ -	\$ 97,470	\$ -	\$ 97,470
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
This request will facilitate the overall administration office space planning at city facilities, including City Hall and the JOC. This resource, 18 month contract position, will manage a master plan study to review to potentially enhance space utilization of the existing administration buildings. The funding for this study has been previously approved by council, BF-8480-15. The funding for the ARR will be fully funded through budget savings found within the Public Works Portfolio.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
One of the service excellence strategic initiatives is staff engagement operational performance. Optimal workplace locations and consistent workplace sizes is an important element to increasing staff engagement and operational effectiveness. This request will aid in developing a short-term and long-term facility plan in order to accommodate the City's existing and future staff complement.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
The Infrastructure Delivery department will be the lead on this corporate initiative that will impact the office space within these administration buildings.							
Indicate any impacts this request will have on other departments.							
X	Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters) The Space utilization/facility planning will be done in conjunction with FMS as any recommendation will have direct impacts to the operation of city facilities.				
	Information Technology	Other: _____					
	Human Resources	Other: _____					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
Financial Planning & Development Finance Only QuesticaBudget Change Request: _____ Included in Draft Budget: _____ Approval Received: _____							

Draft 2017 Budget 2018 Plan

Request Title	Project Manager - Facility Planning (18 Months Contract) <small>(limit 70 Characters)</small>			
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? No <input type="checkbox"/> If yes, Type: <input type="text"/>				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation <small>(limit 850 characters)</small>				
Is this the first year of implementation? Yes <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) <small>(limit 650 characters)</small>				
Risk Management <small>(Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)</small>				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk <small>(limit 150 characters)</small>	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Project Manager - Facility Planning			
Estimated start date	April 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Contract			
If contract, specify length (months or yrs.)	18 months			
If Casual/Seasonal PT enter Hourly wage				
Business unit # <small>(override if different than # shown)</small>	2054001			
Grade level	8			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Laptop			
Fleet Vehicle Required?	Yes			
Blackberry/Cell Phone Required?	Blackberry			

Draft 2017 Budget 2018 Plan

135.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Project Manager - VMC Edgeley Pond (2 Year Contract)					(limit 70 characters)	
Business Unit #	2054001	Infrastructure Delivery					
Department	135 - Infrastructure Delivery; DCM Public Works						
Term of Council Service Excellence Strategy Map	Facilitate the development of the VMC						
Tied to a Capital Project	Yes	Project	DT-7121-13 - VMC Edgeley Pond				Approved/Recognized: A
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation					
ARR Type	Growth		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time, Adj.)	2017-2021 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	95,620	-	-	-	95,620	-	95,620
Other continuous costs	1,850	-	-	-	1,850	-	1,850
One-time expenses	6,600	(6,600)	-	-	-	-	-
Offsets/reductions	(104,070)	6,600	-	-	(97,470)	-	(97,470)
Net Operating Budget	\$ (0)	\$ -	\$ -	\$ -	\$ (0)	\$ -	\$ (0)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
This Additional Resource Request (ARR) is for a two year period to facilitate the project management of the detailed design and construction of the Edgeley pond and park project within the Vaughan Metropolitan Centre (VMC) and will be funded through the Black Creek Renewal Fund (City-Wide Development Charges). Edgeley Pond and Park is the largest open space and City-owned piece of land in the VMC. The vision for the redevelopment of Edgeley Pond and Park is to build a signature gateway and sustainable amenity at the centre of the downtown that functions as a hybrid of vital stormwater management and innovative public park and open space.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
This project is required to facilitate the development of the VMC. In its current condition, Edgeley Pond is undersized in its operation as an online Storm Water Management facility for the proposed VMC development. Reorganization and re-outfitting of the pond is required to unlock further development potential in the area, provide water quality and flood control and optimize ecological function. As part of the proposed Black Creek corridor renewal running along Jane Street south of Highway 7 in the VMC, Edgeley Pond and Park will form an important public destination. The detailed design of this project will take place in 2017/2018 with construction taking place in 2018/2019. This resource will oversee the project from the detailed design phase to the completion of construction.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
The Infrastructure Delivery department will be the lead on this Strategic Initiative through the detailed design and construction phases. This project has been identified as a priority within the Infrastructure Delivery Departmental Business Plan.							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services		Legal	Type of consultation: (limit 200 characters)				
Information Technology	X	Other: VMC Project Team	The VMC Project Team is leading the conceptual design phase. The project will be transferred to Infrastructure Delivery upon completion of this phase.				
Human Resources		Other:					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
This resource is required to create the necessary capacity to deliver this project within the required timelines. The other department resources undertaking the delivery of the approved and recognized capital projects that directly support the 2014-2018 Term of Council Service Excellence Strategy Map.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	
Implications/Consequences (if request not approved)							
Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)							
Are there any Legislative or Regulatory Requirements that this ARR is addressing? No If yes, Type: _____							

Draft 2017 Budget 2018 Plan

Request Title (limit 70 Characters)				
Project Manager - VMC Edgeley Pond (2 Year Contract)				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 650 characters)				
Is this the first year of implementation? Yes				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Risk Management <small>(Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)</small>				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	

Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Project Manager			
Estimated start date	April 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Contract			
If contract, specify length (months or yrs.)	2 years			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2054001			
Grade level	8			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Laptop			
Fleet Vehicle Required?	Yes			
Blackberry/Cell Phone Required?	Blackberry			

Draft 2017 Budget 2018 Plan

205.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET								
ADDITIONAL RESOURCE REQUEST								
Request Title	Afternoon Supervisor (limit 70 Characters)							
Business Unit #	6810001	Parks - Administration						
Department	205 - Trans Serv and Parks & Forestry Ops; Administration							
Term of Council Service Excellence Strategy Map	Communication Strategy - Develop communications to frame the journey of service excellence and transformation							
Tied to a Capital Project	No	Project						Approved/ Recognized
Legal/Regulatory Requirement	Indicate the Statute or Regulation							
ARR Type	Growth		Labour/Non-Labour		Labour			
Annual Budget Change Summary								
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total	
Staffing								
Complements	1.00	-	-	-	1.00	-	1.00	
Net FTE's	1.00	-	-	-	1.00	-	1.00	
Operating Revenue	-	-	-	-	-	-	-	
Operating Costs								
Staffing & Benefits	127,776	-	-	-	127,776	-	127,776	
Other continuous costs	1,500	-	-	-	1,500	-	1,500	
One-time expenses	3,000	(3,000)	-	-	-	-	-	
Offsets/reductions	-	-	-	-	-	-	-	
Net Operating Budget	\$ 132,276	\$ (3,000)	\$ -	\$ -	\$ 129,276	\$ -	\$ 129,276	
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Request Description: Please provide a brief description of the request. (limit 1,325 characters)								
<p>The Parks and Roads Department is introducing shift schedules which extends regular work hours from 3:30 pm to 11:00 pm. The Afternoon Supervisor position will ensure supervision coverage of activities in the Parks and Roads Departments after regular business hours. Many Parks and Roads activities take place after regular business hours, which include planned and unplanned work. Currently, there is no Supervisor to supervise staff or liaise with contractors or the public after regular business hours. The Afternoon Supervisor position will ensure that the City meets its legal obligations of Supervision of staff, as well as improves the operational performance and citizen experience related to the services provided by the Parks and Roads. The On-Call responsibilities for supervisory staff during the summer season has expanded in the past years from three days to seven days per occurrence, increasing seasonal On-Call days from 13 to 35, while expanding responsibilities from Parks and Forestry concerns to Traffic, Parks, Forestry and Roads matters. The Afternoon Supervisor position will assume the On-Call responsibilities between 3:30 pm and 11:00 pm during week days, reducing the On Call scope and workload of the supervisory team during off-hours.</p>								
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)								
<p>The Afternoon Supervisor position links to the following Term of Council Service Excellence Strategy Map:</p> <ul style="list-style-type: none"> - Citizen Experience: Consistent Service Delivery, End-to-End Citizen Centred Services - Operational Performance: Effective Service Delivery, Continuous Improvement Employee Engagement: Invest in Our People 								
Describe how this request relates to Departmental Business Plan. (limit 720 characters)								
Indicate any impacts this request will have on other departments.								
Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters)						
Information Technology	Other:							
Human Resources	Other:							
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)								
The lack of direct supervision of staff during regular working hours after 3:30 pm could constitute a risk to the City in relation to its obligations regarding Health and Safety.								
Financial Planning & Development Finance Only								
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:		

Draft 2017 Budget 2018 Plan

Request Title	Afternoon Supervisor (limit 70 Characters)			
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters) (Need to confirm with Frank)				
Is this the first year of implementation? <input type="checkbox"/> Yes				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Afternoon Supervisor			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)	n/a			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	6810001			
Grade level	7 (2,080)			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Laptop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	Blackberry			

Draft 2017 Budget 2018 Plan

024.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Manager of Community Engagement (limit 70 Characters)						
Business Unit #	020030	Transformation & Strategy Office					
Department	024 - Transformation & Strategy Office						
Term of Council Service Excellence Strategy Map	Enhance civic pride through a consistent city-wide approach to citizen engagement						
Tied to a Capital Project	No	Project	Approved/ Recognized				
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation					
ARR Type	Transformational		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	136,677	-	-	-	136,677	-	136,677
Other continuous costs	37,600	-	-	-	37,600	-	37,600
One-time expenses	5,500	(5,500)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 179,777	\$ (5,500)	\$ -	\$ -	\$ 174,277	\$ -	\$ 174,277
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
The City of Vaughan is a diverse, growing municipality with many initiatives and projects underway that impact citizens' quality of life. For this reason, the City requires a structured approach to public engagement that is flexible and can be used, as required, to inform and engage the community in the decision-making process. Over the years, the City of Vaughan has undertaken several community engagements in support of various initiatives managed by departments across the City. The engagements have been helpful in supporting the individual decisions, however there is a need for a more coherent and rigorous approach to engagement. A revised approach would better achieve the City's strategic priorities, as well as provide a higher return on investment, in terms of relationship building with the community. This manager position would facilitate the process of developing an engagement model for the City of Vaughan and supporting departments in carrying out a consistent approach to community engagement.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
The Term of Council Service Excellence Strategy Map identified the priority to "enhance civic pride through a consistent city-wide approach to citizen engagement. Engaging with the public is a priority for the City of Vaughan. City Council and staff believe that active, engaged citizens make for a more vibrant, positive and welcoming City, while also leading to better decisions. For Vaughan, public engagement should include a variety of ways of bringing people, community organizations, businesses, and government together to build the community and allow multiple options to citizens for engaging in municipal public participation initiatives.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
This Manager will be responsible for the development of a business plan that demonstrates coordinating community engagement for some major City projects and advising or consulting as required. Including, creating accessible ways for the community to get involved in city-building and decision-making, allowing open, productive dialogue between Council, City staff, and Vaughan's diverse community, ensuring community members' input has a meaningful impact on City projects and strengthening connections among staff, stakeholders and community groups. By working together, the City and community can ensure innovative solutions are reflected in City projects. This Manager will strengthen connections between the City of Vaughan and the citizens and other stakeholders.							
Indicate any impacts this request will have on other departments.							
	Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters)				
	Information Technology	Other: _____					
Y	Human Resources	Other: _____					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
CMT has provided input on the development of an engagement strategy / approach for the City of Vaughan. The implementation and training required to facilitate this process is a full-time commitment. There is currently no staff member with the skills / time available to adequately implement the proposed approach.							
Financial Planning & Development Finance Only							
QuesticaBudget Change Request:				Included in Draft Budget:		Approval Received:	

Draft 2017 Budget 2018 Plan

Request Title	Manager of Community Engagement (limit 70 Characters)			
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Manager of Community Engagement			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	To Be Determined			
Grade level	9			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	No			
Desktop Computer or Laptop required?	Laptop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	Blackberry			

Draft 2017 Budget 2018 Plan

160.02.2018

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Increase General Maintenance for Vellore Village South Library (limit 70 Characters)						
Business Unit #	160349	Vellore Library South - FMS					
Department	160 - Facility Maintenance Services						
Term of Council Service Excellence Strategy Map	Invest, renew and manage infrastructure and assets						
Tied to a Capital Project	Yes	Project	Vaughan Library- Vellore Village South Operations				Approved/ Recognized A
Legal/Regulatory Requirement	Indicate the Statute or Regulation						
ARR Type	Growth		Labour/Non-Labour		Non-Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	-	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	-	-	-	-	-	-	-
Other continuous costs	-	22,800	-	-	22,800	-	22,800
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	-	(22,800)	-	-	(22,800)	-	(22,800)
Net Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
The Vellore Village South Library was passed by the VPL Board as a priority library to be built after the Civic Centre Resource Library. The addition of this library will further contribute to VPL's ability to pursue excellence in service delivery and provide additional library service to the residents of this particular community as well as the entire city.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
The addition of this library will further contribute to VPL's ability to pursue excellence in service delivery and provide additional library service to the residents of this particular community as well as the entire city							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
VPL's Strategic Plan 2016-2020 looks to the strategic priority of transforming the community by creating welcoming destinations and community hubs, while aligning these new facilities with the City's growth.							
Indicate any impacts this request will have on other departments.							
Yes	Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters)				
	Information Technology	Other:					
	Human Resources	Other:					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
The VVSL is currently going out to tender for construction. The design has been approved. Assuming no delay on the construction then not approving the ARR would mean deferring the opening until at least 2018. The library is currently tentatively scheduled to open in Q4/17. This ARR is also tied to an associated ARR requesting approval for staffing costs for the VVSL.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	

Draft 2017 Budget 2018 Plan

Request Title	Increase General Maintenance for Vellore Village South Library (limit 70 Characters)			
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
Desktop Computer or Laptop required?				
Fleet Vehicle Required?				
Blackberry/Cell Phone Required?				

Draft 2017 Budget 2018 Plan

160.01.2018

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Increase Maintenance to Reflect New Stn 7-4 (limit 70 Characters)						
Business Unit #	160318	Fire Station#74 (Kleinburg)					
Department	160 - Facility Maintenance Services						
Term of Council Service Excellence Strategy Map	Continue to ensure the safety and well-being of citizens						
Tied to a Capital Project	Yes	Project FR-3582-16 - Reposition Stn 74 Building and Design					Approved/ Recognized A
Legal/Regulatory Requirement	Indicate the Statute or Regulation						
ARR Type	Growth		Labour/Non-Labour		Non-Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	-	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	-	-	-	-	-	-	-
Other continuous costs	-	38,471	-	-	38,471	-	38,471
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	-	(17,740)	-	-	(17,740)	-	(17,740)
Net Operating Budget	\$ -	\$ 20,731	\$ -	\$ -	\$ 20,731	\$ -	\$ 20,731
Associated Capital Costs	\$ -	\$ 5,767,083	\$ -	\$ -	\$ 5,767,083	\$ -	\$ 5,767,083
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
The VFRS Senior Command Team recommends placing an apparatus in service at Station 7-4. The ability for VFRS to maintain adequate response targets is taxed by intensification, population density, and traffic patterns, a fully staffed crew is required to ensure response capabilities are improved. By response analysis, it is evident that VFRS cannot meet industry benchmarks (NFPA 1710) and the Council approved response standard on a consistent basis as required. With the decommissioning of St. # 74 Volunteers in 2013, the strategic positioning and availability of this engine is significantly important to VFRS 'operational readiness'. Given VFRS response criteria, Sr. Command determined that a station is most appropriate for this area. With the new station and increased number of firefighters, there is a need to increase maintenance expense for this new building.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
This will help meet the term of council priorities; to ensure the safety and well-being of citizens as well as to continue to advance a culture of excellence in governance.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
The proposal is to make sure that Stn 74 has appropriate maintenance expenses to support building the new Fire Station 74. This station is necessary to support the City-wide Risk Assessment as well as response time standards.							
Indicate any impacts this request will have on other departments.							
Yes	Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters)				
	Information Technology	Other: _____					
	Human Resources	Other: _____					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
Not enough maintenance expenses for Stn 74 to function properly.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	

Draft 2017 Budget 2018 Plan

Request Title	Increase Maintenance to Reflect New Stn 7-4 (limit 70 Characters)			
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2018			
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
Desktop Computer or Laptop required?				
Fleet Vehicle Required?				
Blackberry/Cell Phone Required?				

Draft 2017 Budget 2018 Plan

100.09.2018

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	STN 76 - 10 FIREFIGHTERS (1st Contingent)						(limit 70 Characters)
Business Unit #	100179	Fire Operations					
Department	100 - Fire and Rescue Services						
Term of Council Service Excellence Strategy Map	Continue to ensure the safety and well-being of citizens						
Tied to a Capital Project	Yes	Project FR-3606-18 - Stn 76 Aerial Purchase					Approved/Recognized R
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation					
ARR Type	Growth		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	-	10.00	-	-	10.00	-	10.00
Net FTE's	-	10.00	-	-	10.00	-	10.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	-	317,569	-	-	317,569	-	317,569
Other continuous costs	-	18,750	-	-	18,750	-	18,750
One-time expenses	-	54,000	(54,000)	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ 390,319	\$ (54,000)	\$ -	\$ 336,319	\$ -	\$ 336,319
Associated Capital Costs	\$ -	\$ 1,842,760	\$ -	\$ -	\$ 1,842,760	\$ -	\$ 1,842,760
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
<p>The VFRS Senior Command Team recommends an apparatus in service at Station 7-6. The ability for VFRS to maintain adequate response targets is taxed by intensification, population density, and traffic patterns, an additional fully staffed crew is required to ensure response capabilities are improved. The VFRS request 16 Firefighters & 4 Captains to staff an apparatus in the Hwy 7 and Creditstone response district. Demand for emergency service has outgrown VFRS ability to respond effectively in the VMC and Central-East area of the city and a significant risk develops when secondary apparatus is required to provide coverage. By response analysis, it is evident that VFRS cannot meet industry benchmarks (PFSG 04-08-10) & (NFPA 1710) on a consistent basis as required. The Master Fire Plan recommended staffing an apparatus in 2014 at Stn 7-8 to provide more effective coverage - however the Senior Command has identified a significant risk associated with the new development of the City core (VMC). With the decommissioning of Stn. # 74 Volunteers in 2014, the strategic positioning and availability of this aerial is significantly important to VFRS 'operational readiness'. Given VFRS response criteria, Sr. Command determined that an aerial is most appropriate for this area.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
This request for additional staffing and equipment specifically supports the City's goals and term of council priorities of continuing to ensure the safety and well-being of citizens							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
The proposal is supported by the City-wide Risk Assessment as well as response time standards. Performance indicators - meet VFRS Critical Task Analysis benchmark - OFM Public Safety Guideline 04-08-10 - VFRS Response Approved Response Standard meet response travel time in municipality as detailed in NFPA 1710 (standard required for firefighters to respond to 90% of incidents within 4.00 minutes travel time and 8.00minute travel time is required for second response. This ensures a sufficient number and type of apparatus are on scene within accepted, safe time frames to provide fire suppression capability. This is supported by the OFM's "three lines of defence" for the delivery of fire protection services in Ontario – education, inspection and suppression.							
Indicate any impacts this request will have on other departments.							
	Facility Maintenance Services	Yes	Legal	Type of consultation: (limit 200 characters)			
	Information Technology		Other:				
Yes	Human Resources		Other:				
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
Failure to provide timely, effective response may result in serious injuries, escalated fire loss & overall public dissatisfaction. Compliance success requires improvement in North West portion of the city - PFSG 04-08-10, VFRS Response Standard, and VFRS Critical Task Analysis benchmark							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	

Draft 2017 Budget 2018 Plan

Request Title	STN 76 - 10 FIREFIGHTERS (1st Contingent)			(limit 70 characters)
Implications/Consequences (if request not approved)				
Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 550 characters)				
The external stakeholders include the citizens and business of Vaughan's west growing development. The internal stakeholders include the Fire Service, Firefighters and the Civic Administration. Internal and External stakeholders are impacted by improved response time and resource availability enhancing fire ground safety, meeting Ontario Fire Marshal fire ground staffing requirement, VFRS Response Standard, VFRS Critical Task Analysis benchmark and NFPA 1710 Standard that is generally applied in all provinces identifying response time, staff distribution, and task performance for the firefighting personnel.				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Health and Safety	High	>\$1,000,000	Deficiency in primary response directly impacts health & safety of emergency responders & those requiring emergency service.	
Insurance	High	>\$1,000,000	Occupational Health and Safety Act. Insurance Grading from Underwriter's will decrease resulting in higher insurance rates for business and commercial.	
Litigation	Medium	>\$1,000,000	Litigation for inadequate response is likely, financial & professional consequence can be severe.	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2018			
Position title	Firefighters			
Estimated start date	September 1, 2018			
# of positions requested	10.00			10.00
Full-time equivalents (FTEs)	10.00			10.00
Position type	Full-time			
Position agreement classification	VPFFA-Fire			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	100179			
Grade level	Firefighter			
Est. starting step	1			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			

Draft 2017 Budget 2018 Plan

220.04.2018

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	VVSL Library - Operations					(limit 70 Characters)	
Business Unit #	220733	Vellore Village South Library					
Department	220 - Vaughan Libraries						
Term of Council Service Excellence Strategy Map	Invest, renew and manage infrastructure and assets						
Tied to a Capital Project	<input checked="" type="checkbox"/> Yes	Project Vaughan Library- Vellore Village South Operations				Approved/ Recognized	A
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/> Growth		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Non-Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	-	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-	-
Operating Revenue	-	24,000	-	-	24,000	-	24,000
Operating Costs							
Staffing & Benefits	-	-	-	-	-	-	-
Other continuous costs	-	153,600	-	-	153,600	-	153,600
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ 129,600	\$ -	\$ -	\$ 129,600	\$ -	\$ 129,600
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a <u>brief</u> description of the request. (limit 1,325 characters)							
The Vellore Village South Library was passed by the VPL Board as a priority library to be built after the Civic Centre Resource Library. The addition of this library will further contribute to VPL's ability to pursue excellence in service delivery and provide additional library service to the residents of this particular community as well as the entire city.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
The addition of this library will further contribute to VPL's ability to pursue excellence in service delivery and provide additional library service to the residents of this particular community as well as the entire city							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
VPL's Strategic Plan 2016-2020 looks to the strategic priority of transforming the community by creating welcoming destinations and community hubs, while aligning these new facilities with the City's growth.							
Indicate any impacts this request will have on other departments.							
<input checked="" type="checkbox"/> Facility Maintenance Services	<input type="checkbox"/> Legal	Type of consultation: (limit 200 characters)					
<input checked="" type="checkbox"/> Information Technology	<input type="checkbox"/> Other: _____						
<input type="checkbox"/> Human Resources	<input type="checkbox"/> Other: _____						
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
The VVSL is currently going out to tender for construction. The design has been approved. Assuming no delay on the construction then not approving the ARR would mean deferring the opening until at least 2018. The library is currently tentatively scheduled to open in Q4/17. This ARR is also tied to an associated ARR requesting approval for staffing costs for the VVSL.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:		Included in Draft Budget:			Approval Received:		

Draft 2017 Budget 2018 Plan

Request Title	VVSL Library - Operations (limit 70 Characters)																							
Implications/Consequences (if request not approved)																								
<p><i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i></p> <p>Are there any Legislative or Regulatory Requirements that this ARR is addressing? If yes, Type: _____</p> <p>Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)</p> <div style="border: 1px solid black; height: 40px; margin-top: 5px;"></div> <p>Is this the first year of implementation? </p> <p>What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)</p> <div style="border: 1px solid black; height: 40px; margin-top: 5px;"></div> <p>Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)</p> <table border="1" style="width: 100%; border-collapse: collapse; font-size: small;"> <thead> <tr> <th style="width: 20%;">Type of Risk</th> <th style="width: 15%;">Severity</th> <th style="width: 15%;">Financial Impact</th> <th style="width: 50%;">Describe the Nature of the Risk (limit 150 characters)</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>					Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)																
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)																					
Complement Details																								
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.																								
Complement Information	Position #1	Position #2	Position #3	Sub-total																				
Budget Year																								
Position title																								
Estimated start date																								
# of positions requested				-																				
Full-time equivalents (FTEs)				-																				
Position type																								
Position agreement classification																								
If contract, specify length (months or yrs.)																								
If Casual/Seasonal PT enter Hourly wage																								
Business unit # (override if different than # shown)																								
Grade level																								
Est. starting step																								
Desktop (HR) Review Performed?																								
B&F Accommodations Available?																								
Desktop Computer or Laptop required?																								
Fleet Vehicle Required?																								
Blackberry/Cell Phone Required?																								

Draft 2017 Budget 2018 Plan

220.05.2018/ 200.06.2018/ 220.07.2018

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	<input type="text" value="VVSL Library - Staffing"/>						(limit 70 Characters)
Business Unit #	<input type="text" value="220733"/>	<input type="text" value="Vellore Village South Library"/>					
Department	<input type="text" value="220 Vaughan Libraries"/>						
Term of Council Service Excellence Strategy Map	<input type="text" value="Invest, renew and manage infrastructure and assets"/>						
Tied to a Capital Project	<input type="checkbox"/> Yes	Project	<input type="text" value="LI-4539-14 Vellore Village South - Design/Construction"/>				Approved/ Recognized <input type="checkbox"/> A
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation <input type="text"/>					
ARR Type	<input type="text" value="Growth"/>		<input type="text" value="Labour/Non-Labour"/>		<input type="text" value="Labour"/>		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
Staffing							
Complements	-	14.00	-	-	14.00	-	14.00
Net FTE's	-	10.00	-	-	10.00	-	10.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits		362,443	-	-	362,443	-	362,443
Other continuous costs	-	273,143	-	-	273,143	-	273,143
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ 635,585	\$ -	\$ -	\$ 635,585	\$ -	\$ 635,585
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a <u>brief</u> description of the request. (limit 1,325 characters)							
The Vellore Village South Library was passed by the VPL Board as a priority library to be built after the Civic Centre Resource Library. The addition of this library will further contribute to VPL's ability to pursue excellence in service delivery and provide additional library service to the residents of this particular community as well as the entire city.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
As Vaughan continues to grow, investment in new libraries both in underserved or newly opened communities are needed to be able to meet the ongoing needs of citizens for those citizens.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
VPL's Strategic Plan 2016-2020 looks to the strategic priority of transforming the community by creating welcoming destinations and community hubs, while aligning these new facilities with the City's growth.							
Indicate any impacts this request will have on other departments.							
<input checked="" type="checkbox"/> Facility Maintenance Services	<input type="checkbox"/>	Legal	Type of consultation: (limit 200 characters) General: Once the library opens the parking lot will be used for both recreation and library patrons.				
<input checked="" type="checkbox"/> Information Technology	<input checked="" type="checkbox"/>	Other: _____					
<input type="checkbox"/> Human Resources	<input type="checkbox"/>	Other: _____					
Are there any implications if this ARR is not approved? Please describe. (limit 500 characters)							
The VVSL is currently going out to tender for construction. The design has been approved. Assuming no delay on the construction then not approving the ARR would mean deferring the opening until at least 2018. The library is currently tentatively scheduled to open in Q4/17. This ARR is also tied to an associated ARR requesting approval for operating costs for the VVSL.							
Financial Planning & Development Finance Only							
Questica Budget Change Request: _____				Included in Draft Budget: _____		Approval Received: _____	

Draft 2017 Budget 2018 Plan

Request Title	VVSL Library - Staffing			(limit 70 Characters)
Implications/Consequences (if request not approved)				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
Is this the first year of implementation? <input type="checkbox"/> No <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2018	2018	2018	
Position title				
Estimated start date				
# of positions requested	4.00	4.00	6.00	14.00
Full-time equivalents (FTEs)	4.00	2.75	3.26	10.00
Position type	Full-time	Part-time	Part-time	
Position agreement classification	Library Mgmt	Library CUPE	Casual/Seasonal PT	
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage			various	
Business unit # (override if different than # shown)	220733	220733	220733	
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
Desktop Computer or Laptop required?				
Fleet Vehicle Required?				
Blackberry/Cell Phone Required?				

10.4 Capital Projects

10.4.1 2016–18 Capital Plan – with Funding Source (\$M)

Following is the listing of capital projects with the funding sources indicated. It is grouped by:
Year > Portfolio/Office > Department > Project Number.

Note: The figures in the table are in millions.

Draft 2017 Budget 2018 Plan

Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
2017	Building Standards	FL-5519-16	Bldg Stds- Purchase 4 vehicles in 2016 and 8 vehicles in 2017						0.23	0.23
	Building Standards Total - 2017								0.23	0.23
	By-Law & Compliance, Licensing & Permit Services	BY-9542-17	By-Law & Compliance Online Payment Module		0.02					0.02
		BY-9544-17	Animal Services MNR Feasibility Study	0.14	0.02					0.16
		FL-5200-17	BYLAW- Replace Unit #1448 with 1/2 ton Quad Cab 4x4 pickup					0.04		0.04
		FL-5529-17	BYLAW- Two additional 1/2 ton pickups	0.06	0.01					0.07
	By-Law & Compliance, Licensing & Permit Services Total - 2017			0.20	0.04			0.04		0.29
	City Clerk	CL-2531-17	SAMS System Enhancement		0.10					0.10
	City Clerk Total - 2017				0.10					0.10
	Corporate Asset Management	AM-2528-17	GIS Upgrade and Improvements		0.31					0.31
		AM-2529-17	Master Data Management for Assets		0.31					0.31
		AM-2530-17	Laptops for Work Order Management improvements in Fleet Services		0.02					0.02
	Corporate Asset Management Total - 2017				0.64					0.64
	Development Engineering and Infrastructure Planning Services	DE-7114-16	Portage Parkway - Applewood to Jane/ Detailed Design and Construction	1.80						1.80
		DE-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	2.02						2.02
		DE-7124-16	Block 61 CP Railway Pedestrian Crossing	0.59						0.59
		DE-7138-15	Block 55 PD-KN Watermain Servicing	2.10						2.10
		DE-7139-16	Storm Drainage and Storm Water Management Master Plan Update	0.11						0.11

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debtenture	Gas Tax	Infrastructure	Other	Grand Total
		DE-7141-16	Transportation Master Plan Update	0.11						0.11
		DE-7142-16	Water Master Plan Update	0.11						0.11
		DE-7151-15	Huntington Road Reconstruction, Highway 7 to Langstaff Road	0.73						0.73
		DE-7168-16	Wastewater Master Plan Update	0.11						0.11
		DE-7170-17	2018 Engineering DC Background Study Update	0.18						0.18
		DE-7171-17	Huntington Road Construction, Major Mackenzie Drive to Nashville Road Detailed Design	0.40						0.40
		DE-7176-17	Black Creek Channel Renewal Design and Construction	5.20	0.03	1.13				6.36
		DE-7177-17	Interim Servicing Strategy, Blocks 27, 34, 35 & 41	0.57						0.57
		DE-7178-17	Kirby Road Intersection Improvements (Blk 55 External Works	0.84						0.84
		DE-7179-17	Kipling Streetlighting & Intersection Illumination, Teston Road to Kirby Road (Block 55 External Wor	0.96						0.96
		DE-7180-17	Traffic Signal Installation - Motion Court & New Huntington Road	0.21						0.21
		DE-7181-17	Implementation of the Transportation Master Plan Update	0.14						0.14
		DE-7182-17	Implementation of the Regional Express Rail	0.14						0.14
		DE-7184-17	Kirby Go Station	0.57						0.57
		DE-7185-17	Concord GO Station Business Case Development	0.12						0.12

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		FL-5530-17	New Vehicle Municipal Inspector Service Connections	0.04	0.00					0.04
		Development Engineering and Infrastructure Planning Services Total - 2017		17.02	0.04	1.13				18.18
	Development Planning	DP-9526-17	Yonge Street / Steeles Corridor Urban Design Streetscape & Open Space Masterplan	0.16	0.02					0.18
		DP-9553-17	Plan Update - Implications of Growth on Heritage Conservation	0.22	0.02					0.24
		DP-9555-17	VMC - Consultation Services	0.10	0.01					0.10
		Development Planning Total - 2017		0.48	0.05					0.53
	Economic Development & Culture Services	EB-9545-17	Economic Development & Employment Strategy (EDES) Study	0.13	0.01					0.14
		Economic Development & Culture Services Total - 2017		0.13	0.01					0.14
	Emergency Planning	EP-0071-17	Primary and Alternate Emergency Operations Centres		0.13			0.07		0.20
		Emergency Planning Total - 2017			0.13			0.07		0.20
	Environmental Services	DE-7175-17	VMC Edgeley Pond Construction	0.06	0.00	0.00		0.04		0.11
		EV-2063-15	ICI Water Meter Replacement Program					0.41		0.41
		EV-2092-17	Retrofit of Rainbow creek outfall (S of Hwy 7 and W of Rainbow Creek crossing)					0.34		0.34
		EV-2093-17	Retrofit of 97-Ashbridge Pond design & construction					0.04		0.04
		EV-2094-17	Pinegrove Pumping station storage tank					0.13		0.13
		EV-2096-17	SCADA project - Phase 2					0.15		0.15
		EV-2097-17	Additional Storage Yard Building					0.04		0.04
		EV-2099-17	Church Street Stormwater pumping station pump improvements					0.05		0.05

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		EV-2100-17	Retrofit of 66-Lady Nadia Pond - design and work					0.25		0.25
		EV-2101-17	Stormwater Pond cleaning - Pond 11 Sugar Bush Pond					0.08		0.08
		EV-2103-17	City of Vaughan - Smart Meter Implementation Strategy					0.41		0.41
		EV-2104-17	Water Services - Mobile Devices Field Purchase and Implementation					0.10		0.10
		EV-2106-17	Public Works Portable Water Trailer Purchase					0.05		0.05
		EV-2109-17	Maple Community Centre Well Upgrades					0.10		0.10
		EV-2112-17	Stormwater Pond cleaning - Fossil Hill Pond (pond 84)					0.14		0.14
		EV-2113-17	Mobility devices					0.07		0.07
		EV-2114-17	Repair and Rehabilitation of Pump Stations and Booster Station					0.31		0.31
		EV-2115-17	Watermain Condition Assessment					0.23		0.23
		EV-2116-17	New West End Bulk Water Taking Station					0.06		0.06
		EV-2117-17	Methane Station Rehabilitation			0.52				0.52
		Environmental Services Total - 2017		0.06	0.00	0.52		3.00		3.59
	Facility Maintenance Services	BF-8487-15	Building Condition Audits				0.11			0.11
		BF-8571-17	Joint Operating Centre - New Equipment articulated lift					0.07		0.07
		BF-8572-17	Vaughan City Hall - Replacement of existing batteries in IT department UPS					0.15		0.15
		BF-8581-17	Various - Fencing Repairs, Replacement, Upgrades					0.07		0.07

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		BF-8583-17	Various - Replacement & Upgrading of the Seasonal Wreaths Lighting for Streetscapes					0.07		0.07
		BF-8584-17	Various - Video Surveillance Equipment & Systems Upgrades					0.10		0.10
		BF-8587-17	Vaughan City Hall - Repairs & Replacement of Irrigation System					0.07		0.07
		BF-8589-17	FMS Admin - Study - Parking Strategy assessment and study		0.04					0.04
		FL-5313-17	B&F- Replace Unit #1070 with ice resurfacer					0.11		0.11
		ID-2033-17	Utility Relocations for City Hall Campus Improvements			1.13				1.13
		Facility Maintenance Services Total - 2017			0.04	1.13	0.11	0.63		1.91
	Fire and Rescue Services	BF-8502-16	Fire Station Interior Renovation Program					0.06		0.06
		BF-8591-17	Fire Hall (General) - Annual Capital Improvement					0.06		0.06
		BF-8592-17	Fire Hall 7-1					0.07		0.07
		FR-3508-13	Breathing Apparatus Replacements					0.05		0.05
		FR-3586-17	Replace 7972 Pumper					0.85		0.85
		FR-3587-17	Replace 7955 Aerial 55 FT					1.31		1.31
		FR-3589-17	Replace 7981 Training Van					0.03		0.03
		FR-3611-17	Replace 7971 Pumper					0.85		0.85
		FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisions					0.03		0.03
		FR-3615-17	Fire Prevention Vehicle Replacement					0.05		0.05
		FR-3616-17	Fire Prevention Vehicle Replacement					0.05		0.05
		FR-3631-16	Fire Rescue Tool Retrofit					0.10		0.10

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		FR-3641-17	Stn 72 - Cascade air cylinder fill station					0.08		0.08
		FR-3642-17	Fire - CAD & MDT Replacements					0.04		0.04
		FR-3643-17	Stn 7-1 - Gear Grid					0.02		0.02
		FR-3644-17	Assistant Deputy Fire Chief - Vehicle	0.05						0.05
	Fire and Rescue Services Total - 2017			0.05				3.66		3.71
	Information Technology Management	IT-3016-13	Personal Computer (PC) Assets Renewal					0.45		0.45
		IT-3019-13	Central Computing Infrastructure Renewal					0.78		0.78
		IT-3020-14	Continuous Improvement - City Website (Vaughan Online)		0.15					0.15
		IT-9546-17	AV Infrastructure Renewal		0.24					0.24
	Information Technology Management Total - 2017				0.40			1.24		1.63
	Parks Development	PK-6302-17	Off Leash Dog Park Development	0.13	0.01					0.14
		PK-6345-17	Conley Park Park-Tennis Court Reconstruction					0.40		0.40
		PK-6349-17	Vaughan Grove Sports Park-Soccer Field Lighting				0.58			0.58
		PK-6365-17	Block 40 Chatfield District Park Construction (UV1-D4)	2.70	0.30					3.00
		PK-6370-17	Uplands Golf & Ski Centre - Irrigation/Snow Making Water System					0.66		0.66
		PK-6405-17	Trail Signage				0.11			0.11
		PK-6418-17	Vaughan Mills Park-Playground Replacement and Safety Surfacing					0.21		0.21
		PK-6420-17	Fossil Hill Park-Playground Replacement and Safety Surfacing					0.14		0.14
		PK-6424-17	Block 61W Neighbourhood Park and Greenway Development (N3 and G8)	1.08	0.12					1.20

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		PK-6438-17	Marco Park-Tennis Court Redevelopment					0.23		0.23
		PK-6461-17	Marco Park-Playground Replacement and Safety Surfacing					0.14		0.14
		PK-6498-17	Block 59 District Park Development (WVEA59-D1)-Phase 1	0.50	0.06					0.55
		PK-6499-17	Block 11 Carrville District Centre Neighbourhood Park Development (CC11-N11)	1.08	0.12					1.20
		PK-6533-17	West Don Valley-Pedestrian Bridge Replacement				0.12			0.12
		PK-6543-17	Playground Surfacing Replacement-Various Locations					0.30	0.06	0.36
		PK-6557-17	Alexander Elisa Park-Playground Replacement and Safety Surfacing					0.21		0.21
		PK-6558-17	Father Ermanno Bulfon Park-Playground Replacement and Safety Surfacing					0.45		0.45
		PK-6562-17	Basketball Court Improvements-Various Locations					0.17		0.17
		PK-6564-17	Sportsfield Improvements-Various Locations					0.12		0.12
		PK-6569-17	Block 8 Chateau Ridge Park- Playground Development (TN40)	0.18					0.02	0.20
		PK-6571-17	Block 44 Maxey Park Playground Development (WN4)	0.18	0.02					0.21
		PK-6574-17	Don River Valley Restoration				0.07			0.07
		Parks Development Total - 2017		5.85	0.63		0.88	3.01	0.08	10.44
	Policy Planning & Environmental Sustainability	PL-9533-13	New Community Areas Secondary Plan - Block 41	0.09	0.01					0.10

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		PL-9535-13	New Community Areas Secondary Plan - Block 27	0.09	0.01					0.10
		PL-9550-16	Municipal Comprehensive (Official Plan) Review	0.15	0.02					0.17
		Policy Planning & Environmental Sustainability Total - 2017		0.33	0.04					0.37
	Real Estate	RL-0005-13	Land Acquisition Fees						0.27	0.27
		Real Estate Total - 2017							0.27	0.27
	Recreation Services	BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital					0.07		0.07
		BF-8405-17	Garnet Williams - Renovate Pool Changerooms					0.16		0.16
		BF-8423-17	Al Palladini Community Centre New Score Clock for East Arena Centre Ice					0.08		0.08
		BF-8476-15	Building upgrades to meet AODA Requirements					0.31		0.31
		BF-8479-15	Kleinburg United Church Renovation					0.90		0.90
		BF-8511-17	Garnet Williams CC - Exterior Concrete Removal & Replacement					0.06		0.06
		BF-8512-17	Al Palladini CC - Exterior Concrete Removal & Replacement					0.06		0.06
		BF-8513-17	Chancellor CC - Exterior Concrete Removal & Replacement					0.07		0.07
		BF-8514-17	Maple CC - Exterior Concrete Removal & Replacement					0.09		0.09
		BF-8515-17	Dufferin Clark CC - Exterior Concrete Removal & Replacement					0.07		0.07
		BF-8519-17	Chancellor CC - Parking & Drive Way Retrofit					0.36		0.36
		BF-8521-17	Al Palladini - Replacement of an Existing HVAC unit					0.12		0.12

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		BF-8522-17	Maple Community Centre - Painting					0.07		0.07
		BF-8523-17	Garnet Williams - Replacement of Concrete Walkways					0.06		0.06
		BF-8524-17	North Thornhill CC - Existing light maintenance and replacement					0.03		0.03
		BF-8525-17	Maple Community Centre - Renovation for a Teaching Kitchen					0.08		0.08
		BF-8526-17	Thornhill Outdoor Pool					0.03		0.03
		BF-8527-17	Rosemount - Replacement of Fire Alarm System					0.15		0.15
		BF-8528-17	Rosemount - replace flooring in arena dressing rooms					0.08		0.08
		BF-8529-17	Father Emanno Bulfon CC - Replacement of Boiler					0.15		0.15
		BF-8530-17	Kline House - Exterior Renovations					0.03		0.03
		BF-8531-17	Dufferin Clark CC - Roof Replacement					0.07		0.07
		BF-8532-17	Maple Community Centre - Lobby Tile Replacement					0.05		0.05
		BF-8533-17	Vellore Hall/Cranney House - Replacement of Heritage Windows					0.11		0.11
		BF-8534-17	Chancellor CC - Replacement of Rubber Flooring					0.04		0.04
		BF-8535-17	Rainbow Creek Field House - Renovations					0.03		0.03
		BF-8536-17	Glen Shields Activity Centre - Roof Replacement					0.03		0.03
		BF-8573-17	Uplands - Buildings General Capital					0.07		0.07

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		BF-8574-17	Various Community Centres - Installation of CO2 sensors in the arenas					0.15		0.15
		BF-8575-17	Various Community Centres - Pool Capital Improvements					0.21		0.21
		BF-8576-17	Various Community Centres - Renovations of Public Washroom					0.52		0.52
		BF-8577-17	Various Community Centres - Replacement of the existing arena dehumidifiers					0.39		0.39
		BF-8578-17	Various Community Centres - Replacement of the Ice Resurfacer					0.11		0.11
		BF-8579-17	Various Community Centres - Retrofit Pool Circulations Plants to Ultra Violet Systems					0.31		0.31
		BF-8580-17	Parks - Washroom Renovations & Upgrades					0.08		0.08
		BF-8582-17	Various - Kantech Access Control in Community Centres					0.05		0.05
		BF-8588-17	Various Community Centres - Roof Repairs & Replacement					0.12		0.12
		BF-8593-17	Various - Replacement of HVAC units and Rooftop Unit					0.69		0.69
		BF-8614-17	Community Centre Common Space Renewal					0.15		0.15
		ID-2043-17	Vellore Village CC - Main Entrance Improvements					0.18		0.18
		ID-2044-17	Chancellor CC - Innovative Path System					0.08		0.08
		ID-2045-17	Garnet A. Williams Consultant Design					0.31		0.31
		RE-9503-13	Fitness Centre Equipment Replacement					0.23		0.23
		RE-9533-16	CLASS System Upgrade		0.16					0.16

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		RE-9534-17	Community Centre Program Equipment Replacement					0.21		0.21
		RE-9535-17	City Playhouse Theatre Flooring Replacement for Vestibule Entrance					0.03		0.03
		RE-9536-17	CLASS System Upgrade - Peripheral Equipment		0.08					0.08
		RE-9537-17	VMC Library, Recreation and YMCA Centre of Community	1.68	0.19					1.87
	Recreation Services Total - 2017			1.68	0.42			7.22		9.32
	Transformation & Strategy	CM-2526-16	Service Excellence Strategic Initiatives		0.05					0.05
		DI-0075-15	Development Charges Background Studies - City-Wide Preliminary and New SACs	0.19	0.02					0.21
		FI-0087-17	Service Vaughan - Point of Sale		0.39					0.39
		SE-0076-16	Job Description & Evaluation Process		0.05					0.05
		SE-0079-16	Workforce Management System Business Case		0.18					0.18
		SE-0080-16	Service Excellence Leads Program		0.23					0.23
		SE-0081-16	Recognition Program for Service Excellence		0.02					0.02
		SE-0082-16	Leadership Alignment		0.03					0.03
		SE-0083-16	Service Excellence Communication Plan		0.03					0.03
		SE-0088-16	Service Vaughan Phase I		0.45					0.45
		SP-0016-17	Strategy Update		0.21					0.21
	Transformation & Strategy Total - 2017			0.19	1.64					1.83
	Transportation Services Parks & Forestry Operations	CD-1984-17	Sidewalk and Street Lighting on Keele Street - Langstaff Road to Rutherford Road	0.08						0.08
		CD-1991-17	Traffic Signal Installation - Interchange Way and Interchange Way	0.32						0.32

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		CD-1996-17	Municipal Structure Inspection and Reporting in 2017					0.10		0.10
		CD-2013-15	Sidewalk (walkway) Replacement between Islington Avenue & Dorengate Drive				0.06			0.06
		CD-2018-15	2017 Road Rehabilitation/ Reconstruction			4.86	2.82			7.68
		CD-2026-17	2019 Road Rehabilitation/ Reconstruction			0.34				0.34
		EN-1961-13	Sidewalk on Islington Avenue - Major Mackenzie Dr to Westridge Dr	0.16						0.16
		FL-5192-17	PKS-Replace Unit #1434 with 3/4 ton Quad Cab 4x4 pickup					0.05		0.05
		FL-5323-17	PKS-Replace Unit#1371 with 3/4 ton crew cab pickup					0.05		0.05
		FL-5522-17	PW - RDS - Replace 3/4 ton crew cab pickup with snow plow & salt spreader					0.07		0.07
		FL-5523-17	PW - RDS - Replace 3/4 ton crew cab pickup with snow plow & salt spreader					0.07		0.07
		FL-5527-17	Pickup Truck 4x4 - 1/2 Ton Crew Cab - Wastewater/Stormwater					0.04		0.04
		ID-2031-17	Traffic Signal Installations - Ilan Ramon Ave/ Lebovic Campus Dr & Ilan Ramon Ave/ Marc Santi Blvd	0.11						0.11
		ID-2032-17	Traffic Signal Installation - Midblock pedestrian Ilan Ramon Ave south of Lebovic Campus Dr	0.06						0.06
		ID-2034-17	Geodetic Control Survey Monumentation						0.17	0.17
		ID-2035-17	Sidewalk & Street Lighting on Jane St - Hwy 7 to Langstaff Rd	1.70						1.70

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		ID-2037-17	Sidewalk on Rivermede Road - Keele St to Rayette Rd				0.03			0.03
		ID-2038-17	Intersection Improvements at Jane St & Avro Rd			0.88				0.88
		ID-2041-17	Active Transportation Facility & Street Lighting on Dufferin St	0.31						0.31
		RP-1972-17	Public Works and Parks Operations Yard Expansion and Upgrade Strategy	10.12		6.09				16.21
		RP-2013-15	Street Light Pole Replacement Program					0.31		0.31
		RP-2035-15	Curb and Sidewalk Repair & Replacement				1.90			1.90
		RP-2058-15	LED Streetlight Conversion			14.95	1.50			16.45
		RP-6700-15	Tree Planting Program-Regular		0.56			0.05		0.61
		RP-6739-15	Tree Replacement Program-EAB		0.37					0.37
		RP-6746-15	Fence Repair & Replacement Program					0.11		0.11
		RP-6753-19	CTS Mobile Handheld Program		0.16					0.16
		RP-6754-15	Parks Concrete Walkway Repairs/Replacements					0.22		0.22
		RP-6757-15	Tree Planting - Regular - Additional Costs		0.41					0.41
		RP-6762-16	Supplementary Tree Planting Program		1.15					1.15
		RP-6763-17	Baseball Diamond Redevelopment/Reconstruction					0.14		0.14
		RP-6764-17	Beautification strategy - Enhanced garden displays		0.25					0.25
		RP-6766-17	Speed Compliance Program - Radar Message Boards		0.08					0.08
		Transportation Services Parks & Forestry Operations Total - 2017		12.86	2.98	27.11	6.30	1.22	0.17	50.64

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	Vaughan Libraries	BF-8510-17	Ansley Grove Library RTU Replacement					0.05		0.05
		ID-2042-17	Bathurst Clark Resource Library - Main Entrance Improvements					0.20		0.20
		LI-4504-13	Library Technology Upgrade		0.14					0.14
		LI-4537-13	Capital Resource Purchases					1.73		1.73
		LI-4553-17	Library Operating System Replacement		0.08					0.08
	Vaughan Libraries Total - 2017				0.22			1.98		2.20
	Water/Wastewater / Stormwater	CD-2017-15	Sanitary Installation in the Coldspring Road Putting Green Crescent Community					1.13		1.13
		CD-2019-15	2017 Watermain Replacement					2.61		2.61
		CD-2027-17	2019 Watermain Replacement					0.57		0.57
		EN-1971-13	Sanitary Sewer Rehabilitation/ Replacement - Rivermede Rd & Rayette Rd					0.16		0.16
		EN-1998-14	Watermain and Sanitary Installation in the Millwood Estates Community					1.81		1.81
		FL-5466-17	PW-WATER--Replace Unit #1665 with 3/4 ton cargo van					0.06		0.06
		FL-5525-17	Sewer Use By-Law Sampling Van					0.05		0.05
		FL-5528-17	Supervisor - Water and Wastewater/Stormwater Vehicles					0.11		0.11
		ID-2036-17	Storm Water Improvements on Islington Ave					0.57		0.57
		ID-2039-17	Sanitary Sewer Installation for 10 & 11 Sonya Place					0.28		0.28
		ID-2040-17	Watermain Installation for 10 & 11 Sonya Place					0.49		0.49
	Water/Wastewater/Stormwater Total - 2017							7.83		7.83
	2017 Total			38.86	7.37	29.89	7.29	29.89	0.75	114.05

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2018	Building Standards	BS-1006-15	Zoning Bylaw Review	0.38	0.73				0.29	1.40
	Building Standards Total - 2018			0.38	0.73				0.29	1.40
	City Clerk	CL-2520-18	City Archives Outreach Equipment		0.02					0.02
	City Clerk Total - 2018				0.02					0.02
	Development Engineering and Infrastructure Planning Services	1489-0-03	Teston Rd. - Cityview to Weston PD7 W/M	0.24						0.24
		DE-7113-18	Municipal Class EA OPA 637 - Highway 400 Interchange Connections	0.25						0.25
		DE-7114-16	Portage Parkway - Applewood to Jane/ Detailed Design and Construction	3.40						3.40
		DE-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	2.02						2.02
		DE-7124-16	Block 61 CP Railway Pedestrian Crossing	0.59						0.59
		DE-7138-15	Block 55 PD-KN Watermain Servicing	5.43						5.43
		DE-7171-17	Huntington Road Construction, Major Mackenzie Drive to Nashville Road Detailed Design	1.34						1.34
		DE-7174-17	Applemill Road Extension, Millway To Jane Street - Collective Roads Oversizing	0.49						0.49
		DE-7176-17	Black Creek Channel Renewal Design and Construction	35.57	0.22	7.73				43.52
		DE-7181-17	Implementation of the Transportation Master Plan Update	0.15						0.15
		DE-7182-17	Implementation of the Regional Express Rail	0.15						0.15
	Development Engineering and Infrastructure Planning Services Total - 2018			49.62	0.22	7.73				57.58
	Development Planning	DP-9552-18	VMC Signage And Wayfinding Strategy	0.25						0.25
		DP-9555-17	VMC - Consultation Services	0.10	0.01					0.10

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
	Development Planning Total - 2018			0.35	0.01					0.35
	Environmental Services	DE-7175-17	VMC Edgeley Pond Construction	12.28	0.56	0.59		7.55		20.98
		EV-2092-17	Retrofit of Rainbow creek outfall (S of Hwy 7 and W of Rainbow Creek crossing)					1.92		1.92
		EV-2093-17	Retrofit of 97-Ashbridge Pond design & construction					0.09		0.09
		EV-2100-17	Retrofit of 66-Lady Nadia Pond - design and work					1.43		1.43
		EV-2110-18	Maplewood Booster Station Controls Upgrades					0.15		0.15
	Environmental Services Total - 2018			12.28	0.56	0.59		11.15		24.58
	Facility Maintenance Services	BF-8487-15	Building Condition Audits				0.11			0.11
		BF-8546-18	Arnold House, Scout House					0.08		0.08
		BF-8547-18	Vaughan City Hall - Replace and upgrade department security gates					0.10		0.10
		BF-8599-18	Fire Halls / Joint Operations Centre					0.10		0.10
		BF-8603-18	Various Facilities - Mobile Devices					0.10		0.10
		BF-8605-18	Various - Video Surveillance Equipment & Systems Upgrades					0.10		0.10
	Facility Maintenance Services Total - 2018						0.11	0.49		0.60
	Financial Services	FI-0073-18	New Property Tax System		0.36					0.36
	Financial Services Total - 2018				0.36					0.36
	Fire and Rescue Services	BF-8502-16	Fire Station Interior Renovation Program					0.06		0.06
		BF-8595-18	Fire Halls (General)					0.07		0.07
		FR-3508-13	Breathing Apparatus Replacements					0.05		0.05
		FR-3581-18	Purchase Land for New Station 7-11	1.11						1.11
		FR-3606-18	Station 76 Aerial Purchase	1.84						1.84

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		FR-3609-18	Expand Crew Quarters Station 76	0.36						0.36
		FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisions					0.03		0.03
		FR-3618-18	Station #74 Equipment for Firefighter Purchase	0.13						0.13
		FR-3619-18	Engine #74 Equipment Purchase	0.12						0.12
		FR-3626-18	Station #74 Furniture and Equipment	0.17						0.17
		FR-3631-16	Fire Rescue Tool Retrofit					0.04		0.04
		FR-3637-18	Replace Aerial 17M -7967					1.31		1.31
		FR-3642-17	Fire - CAD & MDT Replacements					0.04		0.04
	Fire and Rescue Services Total - 2018			3.73				1.60		5.33
	Fleet Management Services	FL-5526-18	CCTV Truck					0.31		0.31
	Fleet Management Services Total - 2018							0.31		0.31
	Human Resources	HR-9543-17	AODA Website Documents Compliance		0.10					0.10
	Human Resources Total - 2018				0.10					0.10
	Information Technology Management	IT-3016-13	Personal Computer (PC) Assets Renewal					0.58		0.58
		IT-3019-13	Central Computing Infrastructure Renewal					0.78		0.78
		IT-3020-14	Continuous Improvement - City Website (Vaughan Online)		0.15					0.15
		IT-9546-17	AV Infrastructure Renewal		0.54					0.54
	Information Technology Management Total - 2018				0.69			1.36		2.05
	Parks Development	PK-6287-18	Block 18 District Park Development (UV2-D1)	0.51	0.06					0.57
		PK-6360-18	Vellore Village Community Centre - Soccer Field Redevelopment					0.39		0.39
		PK-6365-17	Block 40 Chatfield District Park Construction (UV1-D4)	1.44	0.16					1.60

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		PK-6380-18	Sportsfield Improvements-Various Locations					0.14		0.14
		PK-6416-18	Memorial Hill - Cultural Landscape Revitalization Study		0.07					0.07
		PK-6456-18	Block 61 Neighbourhood Park Development (61W-N4)	0.73	0.08					0.81
		PK-6459-18	Maple Lions Park - Playground Replacement and Safety Surfacing					0.15		0.15
		PK-6462-18	Vellore Heritage Square - Playground Replacement and Safety Surfacing					0.13		0.13
		PK-6472-18	Rosedale Park North - Tennis Court Reconstruction					0.25		0.25
		PK-6498-17	Block 59 District Park Development (WVEA59-D1)-Phase 1	4.46	0.50					4.95
		PK-6502-18	Promenade Green Park- Tennis Court Reconstruction					0.48		0.48
		PK-6503-18	Napa Valley Park-Tennis Court Reconstruction					0.21		0.21
		PK-6505-18	Ramsey Armitage Park- Playground Replacement and Safety Surfacing					0.17		0.17
		PK-6528-18	MacMillan Farm-Master Plan	0.05	0.01					0.06
		PK-6547-18	Block 61 Greenway Park Development (61W-G8B Southern Portion)	0.33	0.04					0.37
		PK-6556-18	Block 22 Liberty Maplecrete Public Square Development (VMC22-11)	0.22	0.02					0.25
		PK-6559-18	Parwest Park-Playground Replacement and Safety Surfacing					0.20		0.20
		PK-6561-18	Basketball Court Improvements-Various Locations					0.16		0.16

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		PK-6566-18	Playground Rubber Surfacing Replacement- Various Locations					0.71		0.71
		PK-6582-18	Tinsmith Park-Playground Replacement and Safety Surfacing					0.16		0.16
		PK-6592-18	Rosedale North Park- Playground Replacement and Safety Surfacing					0.17		0.17
		Parks Development Total - 2018		7.74	0.93			3.29		11.96
		PL-9550-16	Municipal Comprehensive (Official Plan) Review	0.12	0.01					0.13
		Policy Planning & Environmental Sustainability Total - 2018		0.12	0.01					0.13
		RL-0005-13	Land Acquisition Fees						0.27	0.27
		Real Estate Total - 2018							0.27	0.27
	Recreation Services	BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital					0.07		0.07
		BF-8476-15	Building upgrades to meet AODA Requirements					0.31		0.31
		BF-8537-18	Maple Community Centre - Concrete removal and replacement					0.06		0.06
		BF-8538-18	Chancellor CC - Concrete Removal					0.06		0.06
		BF-8539-18	Dufferin Clark CC - Concrete Removal					0.06		0.06
		BF-8540-18	Chancellor CC - Parking Lot & Driveway Asphalt Repairs and Replacement					0.37		0.37
		BF-8541-18	Maple Community Centre - Pool & Fitness Change Room Renovation					0.31		0.31
		BF-8542-18	Dufferin Clark CC - Regrouting of Pool Deck					0.03		0.03

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		BF-8543-18	Woodbridge Pool and Arena - Replacement of Sprinkler System					0.10		0.10
		BF-8544-18	Al Palladini - Rubber Floor Replacement in east arena					0.07		0.07
		BF-8545-18	Al Palladini - West Entrance Accessibility Improvements					0.19		0.19
		BF-8548-18	Riviera Park - Replacing of existing lighting					0.08		0.08
		BF-8549-18	Maple Community Centre - Replacement of Sprinkler System					0.10		0.10
		BF-8594-18	Various Community Centres - Accessibility Initiatives					0.52		0.52
		BF-8597-18	Uplands - Buildings General Capital					0.07		0.07
		BF-8598-18	Various Facilities - Energy Initiatives					0.21		0.21
		BF-8600-18	Various Facilities - Ice Resurfacer Replacement					0.24		0.24
		BF-8601-18	Various - Kantech Access Control in Community Centres					0.05		0.05
		BF-8602-18	Various - Keywatcher key cabinets in Community Centres					0.13		0.13
		BF-8604-18	Various Community Centres - Pool Capital Improvements					0.21		0.21
		BF-8606-18	Parks - Washroom Renovations & Upgrades					0.08		0.08
		BF-8607-18	Various Community Centres - Roof Repairs & Replacement					0.12		0.12
		BF-8613-18	Chancellor CC - Roof Replacement					0.77		0.77
		RE-9503-13	Fitness Centre Equipment Replacement					0.23		0.23
		RE-9537-17	VMC Library, Recreation and YMCA Centre of Community	1.68	0.19					1.87

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
Recreation Services Total - 2018				1.68	0.19			4.42		6.29
	Transformation & Strategy	DI-0075-15	Development Charges Background Studies - City-Wide Preliminary and New SACs	0.19						0.19
		FI-0087-17	Service Vaughan - Point of Sale		0.13					0.13
		SP-0017-18	Citizen Engagement Study		0.05					0.05
	Transformation & Strategy Total - 2018			0.19	0.18					0.37
	Transportation Services Parks & Forestry Operations	CD-1853-19	Lay-by Parking on Vellore Woods Boulevard		0.15					0.15
		CD-1957-18	Cycle Path Works on Islington Avenue - Rutherford Rd to Wycliffe Ave.	0.06						0.06
		CD-1978-18	Active Transportation Facility on Pine Valley Drive - Steeles Ave W to Langstaff Rd	0.06						0.06
		CD-1980-18	Sidewalk on Weston Road - Major Mackenzie Drive to Greenbrooke Drive	0.05						0.05
		CD-1984-17	Sidewalk and Street Lighting on Keele Street - Langstaff Road to Rutherford Road	0.59						0.59
		CD-2001-16	2018 Road Rehabilitation/ Reconstruction			8.24	3.00			11.24
		CD-2005-16	Street Lighting on Teston Road - Hwy 400 to Weston Road	0.19						0.19
		CD-2007-18	Sidewalk and Street Lighting on Major Mackenzie Drive by York Region - Phase 2	1.47						1.47
		CD-2008-18	Sidewalk on Highway 27 by York Region - Royalpark Way to Martin Grove Road	0.24						0.24
		CD-2013-15	Sidewalk (walkway) Replacement between Islington Avenue & Dorengate Drive				0.17			0.17

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		FL-5250-18	PKS-FORESTRY-Replace Unit #1015 with backhoe loader & attachments		0.03			0.10		0.13
		FL-5274-18	PKS- Additional loader and fork attachment for Unit #1856		0.02					0.02
		FL-5275-18	PKS- Additional loader and fork attachment for Unit #1857		0.02					0.02
		FL-5276-18	PKS- Additional loader and fork attachment for Unit #1858		0.02					0.02
		FL-5285-18	PKS-FORESTRY- Additional 9" drum chipper		0.04					0.04
		FL-5286-18	PKS-FORESTRY- Additional 16 ft. log trailer with crane lift		0.02					0.02
		FL-5290-18	PW-RDS-Additional Small Equipment		0.04					0.04
		FL-5292-18	PW-RDS- Additional concrete grinder		0.04					0.04
		FL-5293-18	PW - RDS - 1 New additional Anti-Icing Tank		0.03					0.03
		FL-5295-18	PW-RDS- Additional steamer/generator		0.05					0.05
		FL-5317-18	PKS- Replace Unit #1347 with 1/2 ton Quad Cab 4x4 pickup					0.03		0.03
		FL-5409-18	PKS-FORESTRY-Replace Unit #1633 with H.D. wood-chipper					0.05		0.05
		FL-5411-18	PKS-FORESTRY-Replace Unit #1519 with Bucket chipper truck					0.23		0.23
		FL-5421-18	PW-RDS-Replace Unit #1344 with Regenerative street sweeper					0.29		0.29
		FL-5426-18	PW-RDS-Replace Unit #1373 with Regenerative street sweeper					0.29		0.29
		FL-5427-18	PW-RDS-Replace Unit #1159 with tandem dump truck					0.31		0.31

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		FL-5428-18	PW-RDS-Replace Unit #1289 with tandem dump truck					0.31		0.31
		ID-2031-17	Traffic Signal Installations - Ilan Ramon Ave/ Lebovic Campus Dr & Ilan Ramon Ave/ Marc Santi Blvd	0.52						0.52
		ID-2032-17	Traffic Signal Installation - Midblock pedestrian Ilan Ramon Ave south of Lebovic Campus Dr	0.26						0.26
		ID-2037-17	Sidewalk on Rivermede Road - Keele St to Rayette Rd				0.06			0.06
		ID-2047-18	2020 Road Rehabilitation/ Reconstruction			0.34				0.34
		ID-2048-18	Street Lighting on Nashville Road - Hwy 27 to Huntington Rd	0.11						0.11
		RP-2013-15	Street Light Pole Replacement Program					0.31		0.31
		RP-2035-15	Curb and Sidewalk Repair & Replacement				2.00			2.00
		RP-6700-15	Tree Planting Program-Regular		0.56			0.05		0.61
		RP-6739-15	Tree Replacement Program-EAB		0.37					0.37
		RP-6746-15	Fence Repair & Replacement Program					0.11		0.11
		RP-6753-19	CTS Mobile Handheld Program		0.27					0.27
		RP-6754-15	Parks Concrete Walkway Repairs/Replacements					0.30		0.30
		RP-6757-15	Tree Planting - Regular - Additional Costs		0.41					0.41
		RP-6759-18	Pedestrian Crossing Enhancement Program – Pavement Marking		0.21					0.21
		RP-6761-18	Melville Avenue Operational Review		0.03					0.03

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		RP-6762-16	Supplementary Tree Planting Program		1.15					1.15
		RP-6763-17	Baseball Diamond Redevelopment/Reconstruction					0.15		0.15
		RP-6766-17	Speed Compliance Program - Radar Message Boards		0.08					0.08
	Transportation Services Parks & Forestry Operations Total - 2018			3.55	3.54	8.58	5.22	2.52		23.41
	Vaughan Libraries	LI-4504-13	Library Technology Upgrade		0.14					0.14
		LI-4537-13	Capital Resource Purchases					1.77		1.77
		LI-4554-17	VMC Library - Resource Material, F&E, Comm/Hrdwr	0.34	0.04					0.38
	Vaughan Libraries Total - 2018			0.34	0.18			1.77		2.28
	Water/Wastewater/Stormwater	CD-2002-16	2018 Watermain Replacement					6.80		6.80
		CD-2014-15	Rivermede Rd and Bowes Rd Flood Remediation - Class EA, Design and Construction					0.23		0.23
		CD-2020-16	Culvert Replacement/Rehabilitation at Kirby Road and Kipling Avenue					0.57		0.57
		ID-2046-18	2020 Watermain Replacement					0.57		0.57
		ID-2049-18	SWM Improvements at Napa Valley Pond					0.06		0.06
	Water/Wastewater/Stormwater Total - 2018							8.21		8.21
	2018 Total			79.97	7.72	16.91	5.33	35.11	0.56	145.60
	Grand Total			118.83	15.09	46.80	12.62	65.00	1.31	259.65

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10.4.2 Open and 2016-18 Capital Plan – with Link to Term of Council Priorities (\$M)

Following is the listing of the Term of Council Priorities from the Service Strategy Map, listing the open and capital projects that support the initiative.

Note: The figures in the table are in millions.

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Term of Council Priority	Project #	Project Title	Open	2017	2018
Improve municipal road network					
Development Engineering and Infrastructure Planning Services					
	DE-7161-15	Street "A" - Highway 427 Crossing (Block 59)	7.00	0.00	0.00
	DE-7151-15	Huntington Road Reconstruction, Highway 7 to Langstaff Road	1.70	0.73	0.00
	DT-7046-10	Highway 400 Widening Works	1.52	0.00	0.00
	DT-7112-14	Kirby Road Municipal Class EA	0.89	0.00	0.00
	DE-7178-17	Kirby Road Intersection Improvements (Blk 55 External Works	0.00	0.84	0.00
	DE-7184-17	Kirby Go Station	0.00	0.57	0.00
	DE-7171-17	Huntington Road Construction, Major Mackenzie Drive to Nashville Road Detailed Design	0.00	0.40	1.34
	DE-7180-17	Traffic Signal Installation - Motion Court & New Huntington Road	0.00	0.21	0.00
	DE-7174-17	Applemill Road Extension, Millway To Jane Street - Collective Roads Oversizing	0.00	0.00	0.49
	DE-7113-18	Municipal Class EA OPA 637 - Highway 400 Interchange Connections	0.00	0.00	0.25
Development Engineering and Infrastructure Planning Services Total			11.11	2.74	2.08
Development Planning					
	DP-9553-17	Plan Update - Implications of Growth on Heritage Conservation	0.00	0.24	0.00
	DP-9552-18	VMC Signage And Wayfinding Strategy	0.00	0.00	0.25
Development Planning Total			0.00	0.24	0.25
Infrastructure Delivery					
	EN-1963-13	North Maple Bridge-north of Ma	1.34	0.00	0.00
	EN-1851-14	Traffic Data CollectionInvento	0.33	0.00	0.00
	CD-2005-16	Street Lighting on Teston Road - Hwy 400 to Weston Road	0.06	0.00	0.19
	EN-1823-10	Traffic/Ped Signals-Various	0.06	0.00	0.00
	EN-1796-10	Traffic Calming 2010	0.05	0.00	0.00
	CD-1991-17	Traffic Signal Installation - Interchange Way and Interchange Way	0.00	0.32	0.00
	ID-2031-17	Traffic Signal Installations - Ilan Ramon Ave/ Lebovic Campus Dr & Ilan Ramon Ave/ Marc Santi Blvd	0.00	0.11	0.52
	ID-2032-17	Traffic Signal Installation - Midblock pedestrian Ilan Ramon Ave south of Lebovic Campus Dr	0.00	0.06	0.26
	CD-1853-19	Lay-by Parking on Vellore Woods Boulevard	0.00	0.00	0.15
Infrastructure Delivery Total			1.83	0.49	1.12

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Term of Council Priority	Project #	Project Title	Open	2017	2018
Transportation Services Parks & Forestry Operations					
	CD-2011-15	Traffic Signal Improvements on	0.22	0.00	0.00
	EN-1843-11	Traffic Signal Improvements	0.32	0.00	0.00
	EN-1848-11	Traffic Sign Assessment	0.01	0.00	0.00
	EN-1842-11	Traffic Data Collecting Equipm	0.00	0.00	0.00
	RP-6766-17	Speed Compliance Program - Radar Message Boards	0.00	0.08	0.08
	RP-6761-18	Melville Avenue Operational Review	0.00	0.00	0.03
	RP-6759-18	Pedestrian Crossing Enhancement Program – Pavement Marking	0.00	0.00	0.21
Transportation Services Parks & Forestry Operations Total			0.55	0.08	0.32
Improve municipal road network Total			13.49	3.55	3.77
Continue to develop transit, cycling and pedestrian options to get around the City					
Development Engineering and Infrastructure Planning Services					
	DT-7066-11	Steeles West Station Infrastru	3.09	0.00	0.00
	DE-7098-15	Pedestrian and Bicycle Network	0.74	0.00	0.00
	DE-7124-16	Block 61 CP Railway Pedestrian Crossing	0.59	0.59	0.59
	DT-7097-14	Pedestrian and Cycle Strategy	0.41	0.00	0.00
	DE-7156-15	New Community Areas Transporta	0.36	0.00	0.00
	DE-7169-16	Concord GO Comprehensive Trans	0.36	0.00	0.00
	DT-7131-14	Clark Ave West Cycle Facility	0.33	0.00	0.00
	DT-7068-11	Highway 7 Bus Rapid Transit Re	0.31	0.00	0.00
	DT-7056-11	Pedestrian & Bicycle Network I	0.20	0.00	0.00
	DE-7104-15	TMP Education, Promotion, Outr	0.17	0.00	0.00
	DT-7101-13	Vaughan TDM Policy	0.15	0.00	0.00
	DE-7108-15	School Travel Planning Measure	0.12	0.00	0.00
	DE-7158-15	Concord GO Secondary Plan Feas	0.10	0.00	0.00
	DT-7086-12	Blk61 Pedestrian Crossing Stud	0.08	0.00	0.00
	DT-7040-10	Ped.& Bike Master Plan Impleme	0.07	0.00	0.00
	DT-7102-13	TMP Communications	0.03	0.00	0.00
	DT-7082-12	Pedestrian & Bicycle Ntwk Impl	0.01	0.00	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	DE-7179-17	Kipling Streetlighting & Intersection Illumination, Teston Road to Kirby Road (Block 55 External Wor	0.00	0.96	0.00
	DE-7185-17	Concord GO Station Business Case Development	0.00	0.12	0.00
Development Engineering and Infrastructure Planning Services Total			7.10	1.67	0.59
Infrastructure Delivery					
	EN-1859-11	Sidewalk & Streetlight Rutherford	1.93	0.00	0.00
	EN-1886-12	Bridge Rehab-Humber Bridge Tra	1.60	0.00	0.00
	EN-1865-11	Hwy 407 Station Jane Swalk & I	0.82	0.00	0.00
	EN-1960-13	Sidewalk on Weston Road-Steele	0.39	0.00	0.00
	CD-2012-15	Active Transport Facility	0.25	0.00	0.00
	EN-1970-13	Sidewalk& Street/ Walkway Lig	0.24	0.00	0.00
	CD-1986-16	Sidewalk on Basaltic Road and	0.23	0.00	0.00
	EN-1972-13	Multi-use Path & Streetlight	0.14	0.00	0.00
	EN-1662-07	City-Wide Sidewalk Infill	0.08	0.00	0.00
	EN-1969-13	Sidewalk on Steeles Avenue W.	0.06	0.00	0.00
	EN-1780-09	Sidewalk and Streetlight Infil	0.04	0.00	0.00
	ID-2035-17	Sidewalk & Street Lighting on Jane St - Hwy 7 to Langstaff Rd	0.00	1.70	0.00
	ID-2041-17	Active Transportation Facility & Street Lighting on Dufferin St	0.00	0.31	0.00
	EN-1961-13	Sidewalk on Islington Avenue - Major Mackenzie Dr to Westridge Dr	0.00	0.16	0.00
	CD-1984-17	Sidewalk and Street Lighting on Keele Street - Langstaff Road to Rutherford Road	0.00	0.08	0.59
	ID-2037-17	Sidewalk on Rivermede Road - Keele St to Rayette Rd	0.00	0.03	0.06
	CD-2007-18	Sidewalk and Street Lighting on Major Mackenzie Drive by York Region - Phase 2	0.00	0.00	1.47
	CD-2008-18	Sidewalk on Highway 27 by York Region - Royalpark Way to Martin Grove Road	0.00	0.00	0.24
	ID-2048-18	Street Lighting on Nashville Road - Hwy 27 to Huntington Rd	0.00	0.00	0.11
	CD-1957-18	Cycle Path Works on Islington Avenue - Rutherford Rd to Wycliffe Ave.	0.00	0.00	0.06
	CD-1978-18	Active Transportation Facility on Pine Valley Drive - Steeles Ave W to Langstaff Rd	0.00	0.00	0.06
	CD-1980-18	Sidewalk on Weston Road - Major Mackenzie Drive to Greenbrooke Drive	0.00	0.00	0.05
Infrastructure Delivery Total			5.79	2.28	2.64

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Term of Council Priority	Project #	Project Title	Open	2017	2018
Parks Development					
	PK-6094-08	Don River/Bartley Smith Open S	0.08	0.00	0.00
	PK-6094-13	Don River/Bartley Smith Open	0.16	0.00	0.00
Parks Development Total			0.24	0.00	0.00
Policy Planning & Environmental Sustainability					
	PL-9551-16	Concord GO Centre Secondary PI	0.70	0.00	0.00
Policy Planning & Environmental Sustainability Total			0.70	0.00	0.00
Transportation Services Parks & Forestry Operations					
	RP-2035-15	Curb and Sidewalk Repair & Replacement	1.05	1.90	2.00
Transportation Services Parks & Forestry Operations Total			1.05	1.90	2.00
Continue to develop transit, cycling and pedestrian options to get around the City Total			14.88	5.85	5.23
Facilitate the development of the VMC					
Corporate Initiatives and Intergovernmental Relations					
	CO-0082-15	VMC Development Implementation	0.38	0.00	0.00
Corporate Initiatives and Intergovernmental Relations Total			0.38	0.00	0.00
Development Engineering and Infrastructure Planning Services					
	DT-7065-11	Millway Avenue Widening & Real	6.47	0.00	0.00
	DT-7120-13	Black Creek Renewal	3.94	0.00	0.00
	DT-7121-13	VMC NE SWM Pond	2.68	0.00	0.00
	DE-7114-16	Portage Parkway - Applewood to	0.43	0.00	0.00
	DT-7072-13	Colossus Dr Hwy 400 Flyover-In	0.40	0.00	0.00
	DT-7027-09	Millway Ave. / Apple Mill Rd.	0.37	0.00	0.00
	DE-7162-16	Apple Mill Road - Edgeley Blvd	0.36	0.00	0.00
	DT-7071-11	Portage Parkway Extension Clas	0.11	0.00	0.00
	DT-7085-13	Parking Management Strategy	0.11	0.00	0.00
	DT-7073-11	Portage Parkway Widening Class	0.08	0.00	0.00
	DT-7058-11	Black Creek Regional Storm Imp	0.04	0.00	0.00
	DE-7176-17	Black Creek Channel Renewal Design and Construction	0.00	6.36	43.52
		Portage Parkway - Applewood to Jane/ Detailed Design and Construction	0.00	1.80	3.40
Development Engineering and Infrastructure Planning Services Total			14.97	8.16	46.92
Development Planning					
	DP-9524-13	Highway 7 VMC Streetscape	1.27	0.00	0.00
	DP-9527-13	VMC Black Creek Detailed Dsgn	0.15	0.00	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	DP-9028-12	VMC Physical MastPlan Base Mod	0.07	0.00	0.00
Development Planning Total			1.48	0.00	0.00
Infrastructure Delivery					
	DE-7175-17	VMC Edgeley Pond Construction	0.00	0.11	20.98
Infrastructure Delivery Total			0.00	0.11	20.98
Parks Development					
	PK-6536-16	VMC-Parks Development Plan and	0.22	0.00	0.00
	PK-6319-12	VMC-Millway/Applewood Park Des	0.21	0.00	0.00
	PK-6537-16	Block 23 Edgeley Pond and Park Development (VMC23-2)	0.20	0.00	0.00
Parks Development Total			0.62	0.00	0.00
Facilitate the development of the VMC Total			17.46	8.27	67.91
Support the development of the hospital					
Development Planning					
	DP-9545-15	Vaughan Healthcare Centre Prec	0.38	0.00	0.00
Development Planning Total			0.38	0.00	0.00
Infrastructure Delivery					
	CO-0054-09	Vaughan Hospital Precinct Dev.	6.88	0.00	0.00
	CO-0074-14	VHPD Culvert Work Major Macken	1.05	0.00	0.00
Infrastructure Delivery Total			7.93	0.00	0.00
Support the development of the hospital Total			8.31	0.00	0.00
Re-establish the urban tree canopy					
Transportation Services Parks & Forestry Operations					
	RP-6700-15	Tree Planting Program-Regular	0.01	0.61	0.61
	RP-6762-16	Supplementary Tree Planting Program	0.00	1.15	1.15
	RP-6757-15	Tree Planting - Regular - Additional Costs	0.00	0.41	0.41
	RP-6739-15	Tree Replacement Program-EAB	0.00	0.37	0.37
Transportation Services Parks & Forestry Operations Total			0.01	2.54	2.54
Re-establish the urban tree canopy Total			0.01	2.54	2.54
Invest, renew and manage infrastructure and assets					
Building Standards					
	BS-1003-11	Building Depart Computer Syste	0.64	0.00	0.00
Building Standards Total			0.64	0.00	0.00
City Clerk					
	CL-2531-17	SAMS System Enhancement	0.00	0.10	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	CL-2520-18	City Archives Outreach Equipment	0.00	0.00	0.02
City Clerk Total			0.00	0.10	0.02
Corporate Asset Management					
	EN-1958-13	Corporate Asset Management	2.51	0.00	0.00
	EN-1997-13	Impl of Corporate Asset Mangmt	0.15	0.00	0.00
	AM-2528-17	GIS Upgrade and Improvements	0.00	0.31	0.00
	AM-2529-17	Master Data Management for Assets	0.00	0.31	0.00
	AM-2530-17	Laptops for Work Order Management improvements in Fleet Services	0.00	0.02	0.00
Corporate Asset Management Total			2.66	0.64	0.00
Development Engineering and Infrastructure Planning Services					
	DE-7138-15	Block 55 PD-KN Watermain Servicing	4.10	2.10	5.43
	DE-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	4.04	2.02	2.02
	1489-0-03	Teston Rd. - Cityview to Weston PD7 W/M	0.58	0.00	0.24
	DE-7165-16	Jackson Street Storm Sewer	0.46	0.00	0.00
	DT-7049-10	SW Mgmt Pond Monitoring Pro.	0.15	0.00	0.00
	DE-7167-16	Pine Grove Sanitary Pump Stati	0.12	0.00	0.00
	DT-7050-10	Road Pavement Accept. Protocol	0.06	0.00	0.00
	DE-7144-15	Woodbridge Core Area - Functio	0.06	0.00	0.00
	DE-7163-16	Northdale Sanitary Pumping Sta	0.05	0.00	0.00
	1582-0-06	Engineering Design Criteria St	0.01	0.00	0.00
	DE-7177-17	Interim Servicing Strategy, Blocks 27, 34, 35 & 41	0.00	0.57	0.00
	DT-7039-10	Napa Valley/Avdell SWM Pond Im	0.00	0.00	0.00
Development Engineering and Infrastructure Planning Services Total			9.64	4.69	7.68
Development Planning					
	DP-9543-15	Centre Street Design and Const	0.48	0.00	0.00
Development Planning Total			0.48	0.00	0.00
Emergency Planning					
	EP-0071-17	Primary and Alternate Emergency Operations Centres	0.00	0.20	0.00
Emergency Planning Total			0.00	0.20	0.00
Environmental Services					
	EV-2091-16	Storm Pond Cleaning - Audia Po	0.19	0.00	0.00
	EV-2090-16	Storm Pond Cleaning - Pond 8	0.17	0.00	0.00
	PW-2068-14	Weston/400&Industrial Park Pon	0.17	0.00	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	EV-2087-16	Pump/Booster Stations – Condit	0.14	0.00	0.00
	EV-2089-16	Storm Pond Cleaning - Larissa	0.12	0.00	0.00
	EV-2088-16	Force main – Condition Assess	0.04	0.00	0.00
	PW-2070-14	English Daisy Court SWMP#114	0.02	0.00	0.00
	EV-2081-15	Overhaul of Vaughan Landfill M	0.02	0.00	0.00
	EV-2117-17	Methane Station Rehabilitation	0.00	0.52	0.00
	EV-2103-17	City of Vaughan - Smart Meter Implementation Strategy	0.00	0.41	0.00
	EV-2092-17	Retrofit of Rainbow creek outfall (S of Hwy 7 and W of Rainbow Creek crossing)	0.00	0.34	1.92
	EV-2114-17	Repair and Rehabilitation of Pump Stations and Booster Station	0.00	0.31	0.00
	EV-2100-17	Retrofit of 66-Lady Nadia Pond - design and work	0.00	0.25	1.43
	EV-2115-17	Watermain Condition Assessment	0.00	0.23	0.00
	EV-2096-17	SCADA project - Phase 2	0.00	0.15	0.00
	EV-2112-17	Stormwater Pond cleaning - Fossil Hill Pond (pond 84)	0.00	0.14	0.00
	EV-2094-17	Pinegrove Pumping station storage tank	0.00	0.13	0.00
	EV-2109-17	Maple Community Centre Well Upgrades	0.00	0.10	0.00
	EV-2104-17	Water Services - Mobile Devices Field Purchase and Implementation	0.00	0.10	0.00
	EV-2101-17	Stormwater Pond cleaning - Pond 11 Sugar Bush Pond	0.00	0.08	0.00
	EV-2113-17	Mobility devices	0.00	0.07	0.00
	EV-2116-17	New West End Bulk Water Taking Station	0.00	0.06	0.00
	EV-2106-17	Public Works Portable Water Trailer Purchase	0.00	0.05	0.00
	EV-2099-17	Church Street Stormwater pumping station pump improvements	0.00	0.05	0.00
	EV-2093-17	Retrofit of 97-Ashbridge Pond design & construction	0.00	0.04	0.09
	EV-2097-17	Additional Storage Yard Building	0.00	0.04	0.00
	EV-2110-18	Maplewood Booster Station Controls Upgrades	0.00	0.00	0.15
Environmental Services Total			0.87	3.07	3.59
Facility Maintenance Services					
	BF-8520-16	Woodbridge Pool & Arena - Pool	0.41	0.00	0.00
	BF-8463-15	Al Palladini CC Refrigeration	0.31	0.00	0.00
	BF-8470-	All Facilities - Designated Su	0.23	0.00	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	15				
	BF-8436-13	Security Camera&Equipment Repl	0.18	0.00	0.00
	BF-8332-11	G Williams CC Exterior Siding	0.14	0.00	0.00
	BF-8462-15	Father Ermano Bulfon CC Outdoo	0.13	0.00	0.00
	BF-8487-15	Building Condition Audits	0.12	0.11	0.11
	BF-8404-16	Woodbridge Arena - Replace Are	0.12	0.00	0.00
	BF-8398-14	GWCC - Whirlpool Replacement	0.11	0.00	0.00
	BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	0.10	0.07	0.07
	BF-8399-16	Maple Community Centre - Outdo	0.09	0.00	0.00
	BF-8425-15	Al Palladini Community Centre	0.08	0.00	0.00
	BF-8475-15	Father Ermano Bulfon CC Outdoo	0.06	0.00	0.00
	BF-8439-14	MichaelCranny Hse Water-Proofi	0.06	0.00	0.00
	BF-8237-14	GWCC-Pool Area Wall Cover Remo	0.05	0.00	0.00
	BF-8353-14	Splash Pad Automation	0.05	0.00	0.00
	BF-8416-13	Pool Ramp Entrance Tile Repl.	0.04	0.00	0.00
	BF-8421-14	APCC Building Sound System	0.03	0.00	0.00
	BF-8359-14	Chancellor District Pk-Walkway	0.02	0.00	0.00
	BF-8356-14	Woodbridge College Pk-Elec. Ca	0.01	0.00	0.00
	BF-8593-17	Various - Replacement of HVAC units and Rooftop Unit	0.00	0.69	0.00
	BF-8576-17	Various Community Centres - Renovations of Public Washroom	0.00	0.52	0.00
	BF-8577-17	Various Community Centres - Replacement of the existing arena dehumidifiers	0.00	0.39	0.00
	BF-8579-17	Various Community Centres - Retrofit Pool Circulations Plants to Ultra Violet Systems	0.00	0.31	0.00
	BF-8575-17	Various Community Centres - Pool Capital Improvements	0.00	0.21	0.00
	BF-8405-17	Garnet Williams - Renovate Pool Changerooms	0.00	0.16	0.00
	BF-8527-17	Rosemount - Replacement of Fire Alarm System	0.00	0.15	0.00
	BF-8529-17	Father Emano Bulfon CC - Replacement of Boiler	0.00	0.15	0.00
	BF-8572-17	Vaughan City Hall - Replacement of existing batteries in IT department UPS	0.00	0.15	0.00
	BF-8574-17	Various Community Centres - Installation of CO2 sensors in the arenas	0.00	0.15	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	BF-8614-17	Community Centre Common Space Renewal	0.00	0.15	0.00
	BF-8521-17	Al Palladini - Replacement of an Existing HVAC unit	0.00	0.12	0.00
	BF-8578-17	Various Community Centres - Replacement of the Ice Resurfacer	0.00	0.11	0.00
	BF-8533-17	Vellore Hall/Cranney House - Replacement of Heritage Windows	0.00	0.11	0.00
	BF-8584-17	Various - Video Surveillance Equipment & Systems Upgrades	0.00	0.10	0.00
	BF-8525-17	Maple Community Centre - Renovation for a Teaching Kitchen	0.00	0.08	0.00
	BF-8423-17	Al Palladini Community Centre New Score Clock for East Arena Centre Ice	0.00	0.08	0.00
	BF-8528-17	Rosemount - replace flooring in arena dressing rooms	0.00	0.08	0.00
	BF-8580-17	Parks - Washroom Renovations & Upgrades	0.00	0.08	0.00
	BF-8573-17	Uplands - Buildings General Capital	0.00	0.07	0.00
	BF-8522-17	Maple Community Centre - Painting	0.00	0.07	0.00
	BF-8531-17	Dufferin Clark CC - Roof Replacement	0.00	0.07	0.00
	BF-8571-17	Joint Operating Centre - New Equipment articulated lift	0.00	0.07	0.00
	BF-8581-17	Various - Fencing Repairs, Replacement, Upgrades	0.00	0.07	0.00
	BF-8583-17	Various - Replacement & Upgrading of the Seasonal Wreaths Lighting for Streetscapes	0.00	0.07	0.00
	BF-8587-17	Vaughan City Hall - Repairs & Replacement of Irrigation System	0.00	0.07	0.00
	BF-8592-17	Fire Hall 7-1	0.00	0.07	0.00
	BF-8591-17	Fire Hall (General) - Annual Capital Improvement	0.00	0.06	0.00
	BF-8502-16	Fire Station Interior Renovation Program	0.00	0.06	0.06
	BF-8523-17	Garnet Williams - Replacement of Concrete Walkways	0.00	0.06	0.00
	BF-8582-17	Various - Kantech Access Control in Community Centres	0.00	0.05	0.00
	BF-8510-17	Ansley Grove Library RTU Replacement	0.00	0.05	0.00
	BF-8532-17	Maple Community Centre - Lobby Tile Replacement	0.00	0.05	0.00
	BF-8534-17	Chancellor CC - Replacement of Rubber Flooring	0.00	0.04	0.00
	BF-8589-17	FMS Admin - Study - Parking Strategy assessment and study	0.00	0.04	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	BF-8524-17	North Thornhill CC - Existing light maintenance and replacement	0.00	0.03	0.00
	BF-8530-17	Kline House - Exterior Renovations	0.00	0.03	0.00
	BF-8535-17	Rainbow Creek Field House - Renovations	0.00	0.03	0.00
	BF-8526-17	Thornhill Outdoor Pool	0.00	0.03	0.00
	BF-8536-17	Glen Shields Activity Centre - Roof Replacement	0.00	0.03	0.00
	BF-8613-18	Chancellor CC - Roof Replacement	0.00	0.00	0.77
	BF-8594-18	Various Community Centres - Accessibility Initiatives	0.00	0.00	0.52
	BF-8540-18	Chancellor CC - Parking Lot & Driveway Asphalt Repairs and Replacement	0.00	0.00	0.37
	BF-8541-18	Maple Community Centre - Pool & Fitness Change Room Renovation	0.00	0.00	0.31
	BF-8600-18	Various Facilities - Ice Resurfacer Replacement	0.00	0.00	0.24
	BF-8598-18	Various Facilities - Energy Initiatives	0.00	0.00	0.21
	BF-8604-18	Various Community Centres - Pool Capital Improvements	0.00	0.00	0.21
	BF-8545-18	Al Palladini - West Entrance Accessibility Improvements	0.00	0.00	0.19
	BF-8602-18	Various - Keywatcher key cabinets in Community Centres	0.00	0.00	0.13
	BF-8543-18	Woodbridge Pool and Arena - Replacement of Sprinkler System	0.00	0.00	0.10
	BF-8547-18	Vaughan City Hall - Replace and upgrade department security gates	0.00	0.00	0.10
	BF-8549-18	Maple Community Centre - Replacement of Sprinkler System	0.00	0.00	0.10
	BF-8599-18	Fire Halls / Joint Operations Centre	0.00	0.00	0.10
	BF-8603-18	Various Facilities - Mobile Devices	0.00	0.00	0.10
	BF-8605-18	Various - Video Surveillance Equipment & Systems Upgrades	0.00	0.00	0.10
	BF-8548-18	Riviera Park - Replacing of existing lighting	0.00	0.00	0.08
	BF-8546-18	Arnold House, Scout House	0.00	0.00	0.08
	BF-8606-18	Parks - Washroom Renovations & Upgrades	0.00	0.00	0.08
	BF-8597-18	Uplands - Buildings General Capital	0.00	0.00	0.07
	BF-8544-18	Al Palladini - Rubber Floor Replacement in east arena	0.00	0.00	0.07
	BF-8595-18	Fire Halls (General)	0.00	0.00	0.07

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	BF-8537-18	Maple Community Centre - Concrete removal and replacement	0.00	0.00	0.06
	BF-8538-18	Chancellor CC - Concrete Removal	0.00	0.00	0.06
	BF-8539-18	Dufferin Clark CC - Concrete Removal	0.00	0.00	0.06
	BF-8601-18	Various - Kantech Access Control in Community Centres	0.00	0.00	0.05
	BF-8542-18	Dufferin Clark CC - Regrouting of Pool Deck	0.00	0.00	0.03
Facility Maintenance Services Total			2.35	5.06	4.48
Financial Planning & Development Finance					
	RI-0056-10	Impl. of Corp. Asset Mgt Sys.	0.06	0.00	0.00
	BU-0002-11	Questica Budget Software licen	0.01	0.00	0.00
Financial Planning & Development Finance Total			0.06	0.00	0.00
Fire and Rescue Services					
	FR-3610-16	Replace Aerial 7968 - Smeal 32	1.38	0.00	0.00
	FR-3593-16	Replace HAZ MAT 7942	0.85	0.00	0.00
	FR-3617-16	Station #74 Engine Purchase	0.85	0.00	0.00
	FR-3592-16	Smeal Aerial 17M(7983) Refurbi	0.26	0.00	0.00
	FR-3501-08	Dispatch System	0.13	0.00	0.00
	FR-3565-13	Station #73 Equipment	0.07	0.00	0.00
	FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisions	0.04	0.03	0.03
	FR-3579-15	Smeal Pumper(7973) Refurbishme	0.02	0.00	0.00
	FR-3633-16	Stn 7-2 - Gear Grid	0.00	0.00	0.00
	FR-3631-16	Fire Rescue Tool Retrofit	0.00	0.10	0.04
	FR-3587-17	Replace 7955 Aerial 55 FT	0.00	1.31	0.00
	FR-3586-17	Replace 7972 Pumper	0.00	0.85	0.00
	FR-3611-17	Replace 7971 Pumper	0.00	0.85	0.00
	FR-3641-17	Stn 72 - Cascade air cylinder fill station	0.00	0.08	0.00
	FR-3644-17	Assistant Deputy Fire Chief - Vehicle	0.00	0.05	0.00
	FR-3508-13	Breathing Apparatus Replacements	0.00	0.05	0.05
	FR-3615-17	Fire Prevention Vehicle Replacement	0.00	0.05	0.00
	FR-3616-17	Fire Prevention Vehicle Replacement	0.00	0.05	0.00
	FR-3642-17	Fire - CAD & MDT Replacments	0.00	0.04	0.04
	FR-3589-	Replace 7981 Training Van	0.00	0.03	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	17				
	FR-3643-17	Stn 7-1 - Gear Grid	0.00	0.02	0.00
	FR-3637-18	Replace Aerial 17M -7967	0.00	0.00	1.31
	FR-3609-18	Expand Crew Quarters Station 76	0.00	0.00	0.36
	FR-3626-18	Station #74 Furniture and Equipment	0.00	0.00	0.17
Fire and Rescue Services Total			3.60	3.52	2.00
Fleet Management Services					
	FL-5517-16	PW-WASTEWATER-Additional Hydro	0.57	0.00	0.00
	FL-5422-15	PW-RDS-Replace Unit #1209 with	0.28	0.00	0.00
	FL-5500-16	PW-RDS- Additional tandem roll	0.28	0.00	0.00
	FL-5306-16	B&F- Replace Unit #974 with ic	0.10	0.00	0.00
	FL-5311-16	B&F- Replace Unit #1055 with i	0.10	0.00	0.00
	FL-5353-16	PKS-Replace Unit #1608 with 16	0.09	0.00	0.00
	FL-5361-16	PKS-Replace Unit #1565,1566 wi	0.09	0.00	0.00
	FL-5451-14	PKS- narrow sidewalk tractor	0.08	0.00	0.00
	FL-5499-14	PKS- narrow sidewalk tractor	0.08	0.00	0.00
	FL-5441-14	PKS-8 snow blower attachments	0.08	0.00	0.00
	FL-5226-14	PKS-narrow sidewalk tractor	0.06	0.00	0.00
	FL-5227-14	PKS-narrow sidewalk tractor	0.06	0.00	0.00
	FL-5337-14	PKS-narrow sidewalk tractor	0.06	0.00	0.00
	FL-5338-14	PKS-narrow sidewalk tractor	0.06	0.00	0.00
	FL-5340-14	PKS-narrow sidewalk tractor	0.06	0.00	0.00
	FL-5341-14	PKS-narrow sidewalk tractor	0.06	0.00	0.00
	FL-5504-15	PW-RDS - Additional Material h	0.03	0.00	0.00
	FL-5141-10	Fleet - Equipment Replacement	0.03	0.00	0.00
	FL-5505-15	PW-RDS- Additional Small Equip	0.03	0.00	0.00
	FL-5412-14	PKS-sweeper attachments	0.03	0.00	0.00
	FL-5225-14	PKS-4 sand&salt conveyor load	0.03	0.00	0.00
	FL-5508-15	PW-RDS - Additional Hydraulic	0.02	0.00	0.00
	FL-5460-14	PKS-Additional Small Equipment	0.01	0.00	0.00
	FL-5521-15	Building Standards Vehicles	0.01	0.00	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	FL-5418-14	PKS-FORESTRY-Small Equipment	0.01	0.00	0.00
	FL-5487-15	BYLAW-Replace Unit #1509 with	0.00	0.00	0.00
	FL-5519-16	Bldg Stds- Purchase 4 vehicles in 2016 and 8 vehicles in 2017	0.00	0.23	0.00
	FL-5313-17	B&F- Replace Unit #1070 with ice resurfacer	0.00	0.11	0.00
	FL-5528-17	Supervisor - Water and Wastewater/Stormwater Vehicles	0.00	0.11	0.00
	FL-5522-17	PW - RDS - Replace 3/4 ton crew cab pickup with snow plow & salt spreader	0.00	0.07	0.00
	FL-5523-17	PW - RDS - Replace 3/4 ton crew cab pickup with snow plow & salt spreader	0.00	0.07	0.00
	FL-5529-17	BYLAW- Two additional 1/2 ton pickups	0.00	0.07	0.00
	FL-5466-17	PW-WATER--Replace Unit #1665 with 3/4 ton cargo van	0.00	0.06	0.00
	FL-5323-17	PKS-Replace Unit#1371 with 3/4 ton crew cab pickup	0.00	0.05	0.00
	FL-5525-17	Sewer Use By-Law Sampling Van	0.00	0.05	0.00
	FL-5192-17	PKS-Replace Unit #1434 with 3/4 ton Quad Cab 4x4 pickup	0.00	0.05	0.00
	FL-5527-17	Pickup Truck 4x4 - 1/2 Ton Crew Cab - Wastewater/Stormwater	0.00	0.04	0.00
	FL-5530-17	New Vehicle Municipal Inspector Service Connections	0.00	0.04	0.00
	FL-5200-17	BYLAW- Replace Unit #1448 with 1/2 ton Quad Cab 4x4 pickup	0.00	0.04	0.00
	FL-5427-18	PW-RDS-Replace Unit #1159 with tandem dump truck	0.00	0.00	0.31
	FL-5428-18	PW-RDS-Replace Unit #1289 with tandem dump truck	0.00	0.00	0.31
	FL-5526-18	CCTV Truck	0.00	0.00	0.31
	FL-5421-18	PW-RDS-Replace Unit #1344 with Regenerative street sweeper	0.00	0.00	0.29
	FL-5426-18	PW-RDS-Replace Unit #1373 with Regenerative street sweeper	0.00	0.00	0.29
	FL-5411-18	PKS-FORESTRY-Replace Unit #1519 with Bucket chipper truck	0.00	0.00	0.23
	FL-5250-18	PKS-FORESTRY-Replace Unit #1015 with backhoe loader & attachments	0.00	0.00	0.13
	FL-5295-18	PW-RDS- Additional steamer/generator	0.00	0.00	0.05
	FL-5409-18	PKS-FORESTRY-Replace Unit #1633 with H.D. wood-chipper	0.00	0.00	0.05
	FL-5290-18	PW-RDS-Additional Small Equipment	0.00	0.00	0.04
	FL-5292-18	PW-RDS- Additional concrete grinder	0.00	0.00	0.04

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	FL-5285-18	PKS-FORESTRY- Additional 9" drum chipper	0.00	0.00	0.04
	FL-5317-18	PKS- Replace Unit #1347 with 1/2 ton Quad Cab 4x4 pickup	0.00	0.00	0.03
	FL-5293-18	PW - RDS - 1 New additional Anti-Icing Tank	0.00	0.00	0.03
	FL-5274-18	PKS- Additional loader and fork attachment for Unit #1856	0.00	0.00	0.02
	FL-5275-18	PKS- Additional loader and fork attachment for Unit #1857	0.00	0.00	0.02
	FL-5276-18	PKS- Additional loader and fork attachment for Unit #1858	0.00	0.00	0.02
	FL-5286-18	PKS-FORESTRY- Additional 16 ft. log trailer with crane lift	0.00	0.00	0.02
Fleet Management Services Total			2.35	0.99	2.21
Information Technology Management					
	IT-3011-16	Central Computing Infrastructu	0.26	0.00	0.00
	IT-3012-16	Enterprise Telephone System As	0.54	0.00	0.00
	IT-3019-13	Central Computing Infrastructure Renewal	0.00	0.78	0.78
	IT-3016-13	Personal Computer (PC) Assets Renewal	0.00	0.45	0.58
	IT-9546-17	AV Infrastructure Renewal	0.00	0.24	0.54
Information Technology Management Total			0.80	1.48	1.90
Infrastructure Delivery					
	EN-1999-14	Watermain Replac. on Centre St	3.60	0.00	0.00
	CD-2016-15	2016 Watermain Replacement	2.56	0.00	0.00
	EN-1888-13	Bridge Rehabilitation-Glen Shi	2.15	0.00	0.00
	EN-1993-14	Willis Rd Bridge	1.84	0.00	0.00
	EN-1854-13	StormWaterManagement Facility	1.55	0.00	0.00
	EN-1879-12	GT StmWtrMgmt Fclty-Gallanough	1.36	0.00	0.00
	BF-8501-16	Father Ermanno Community Centr	0.97	0.00	0.00
	CD-2025-16	Retaining Wall Rehabilitation	0.67	0.00	0.00
	CD-2003-15	Culvert Replacement on King-Va	0.61	0.00	0.00
	EN-1995-14	SWM Improvement for Franklin A	0.60	0.00	0.00
	EN-1943-13	2014 Rd Rehab & Watermain Rep.	0.58	0.00	0.00
	CD-2022-16	Culvert Replacement/ Rehabilit	0.57	0.00	0.00
	EN-1914-14	2015 RRWR - Phase 1	0.56	0.00	0.00
	CD-2002-16	2018 Watermain Replacement	0.55	0.00	6.80

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	EN-1950-13	Clarence Street Slope Stab.	0.55	0.00	0.00
	CD-2019-15	2017 Watermain Replacement	0.53	2.61	0.00
	CD-2015-15	2016 Road Rehabilitation	0.50	0.00	0.00
	BF-8451-14	Al Palladini CC-Roof Replaceme	0.49	0.00	0.00
	BF-8482-16	Vellore Village C.C. - Renovat	0.48	0.00	0.00
	EN-1998-14	Watermain and Sanitary Installation in the Millwood Estates Community	0.43	1.81	0.00
	BF-8473-15	Bathurst Clark Library - Parki	0.40	0.00	0.00
	DT-7048-10	Ashbridge Cr SW Mgmt Pond Imp	0.37	0.00	0.00
	BF-8517-16	Al Palladinig CC-Parking & Dri	0.35	0.00	0.00
	BF-8485-16	Dufferin Clark C.C. - Renovati	0.35	0.00	0.00
	CD-2001-16	2018 Road Rehabilitation/ Reconstruction	0.35	0.00	11.24
	LI-4551-16	Bathurst Clark Admin Area Reno	0.30	0.00	0.00
	BF-8480-15	City Hall & JOC - Master Plan	0.28	0.00	0.00
	LI-4503-14	BCRL Renovations-Phase 2	0.25	0.00	0.00
	EN-1731-09	Pre-Engineering Pavmt. Mgmt. P	0.25	0.00	0.00
	PW-2054-14	EnvironmentalAssessment-NewYar	0.18	0.00	0.00
	EN-1854-11	GT Pine Valley Dr. Culvert Hea	0.16	0.00	0.00
	LI-4547-13	BCRL - Main Bathroom Renovatio	0.15	0.00	0.00
	CD-2014-15	Rivermede Rd and Bowes Rd Flood Remediation - Class EA, Design and Construction	0.11	0.00	0.23
	EN-1944-13	2014 Rd Rehab & Watermain Rep.	0.10	0.00	0.00
	BF-8418-13	VVCC Concrete Walkway Repl.	0.09	0.00	0.00
	BF-8469-14	City Hall Dept Reno	0.09	0.00	0.00
	BF-8471-16	Merino Centennial Centre - Par	0.08	0.00	0.00
	CD-2020-16	Culvert Replacement/ Rehabilitation at Kirby Road and Kipling Avenue	0.06	0.00	0.57
	CD-2013-15	Sidewalk (walkway) Replacement between Islington Avenue & Dorengate Drive	0.06	0.06	0.17
	CD-2004-15	Guide Rail Replacement on Albi	0.05	0.00	0.00
	EN-1750-09	Geodetic Control Survey Monume	0.05	0.00	0.00
	CD-1923-15	Municipal Structure Inspection	0.05	0.00	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	BF-8408-15	Al Palladini Community Centre	0.04	0.00	0.00
	BF-8346-13	JOC-Works Yards Dumping Ramps	0.04	0.00	0.00
	BF-8363-14	East District Park-Dumping Ram	0.04	0.00	0.00
	BF-8364-14	East District Park-Dumping Ram	0.04	0.00	0.00
	BF-8420-14	APCC-Arena DRShowers East/West	0.03	0.00	0.00
	EN-1671-07	Cross Asset Optimization	0.03	0.00	0.00
	BF-8411-13	Chancellor Community Centre-Co	0.02	0.00	0.00
	EN-1971-13	Sanitary Sewer Rehabilitation/ Replacement - Rivermede Rd & Rayette Rd	0.02	0.16	0.00
	BF-8413-13	GAW Concrete Curb/Sidewalk	0.02	0.00	0.00
	EN-1778-10	Water Sewer Mgmt System	0.01	0.00	0.00
	CD-2017-15	Sanitary Installation in the Coldspring Road Putting Green Crescent Community	0.00	1.13	0.00
	EN-1719-08	Class EA-Bowstring Arch	0.00	0.00	0.00
	CD-2018-15	2017 Road Rehabilitation/ Reconstruction	0.00	7.68	0.00
	ID-2033-17	Utility Relocations for City Hall Campus Improvements	0.00	1.13	0.00
	ID-2038-17	Intersection Improvements at Jane St & Avro Rd	0.00	0.88	0.00
	CD-2027-17	2019 Watermain Replacement	0.00	0.57	0.00
	ID-2036-17	Storm Water Improvements on Islington Ave	0.00	0.57	0.00
	ID-2040-17	Watermain Installation for 10 & 11 Sonya Place	0.00	0.49	0.00
	BF-8519-17	Chancellor CC - Parking & Drive Way Retrofit	0.00	0.36	0.00
	CD-2026-17	2019 Road Rehabilitation/ Reconstruction	0.00	0.34	0.00
	ID-2045-17	Garnet A. Williams Consultant Design	0.00	0.31	0.00
	ID-2039-17	Sanitary Sewer Installation for 10 & 11 Sonya Place	0.00	0.28	0.00
	ID-2042-17	Bathurst Clark Resource Library - Main Entrance Improvements	0.00	0.20	0.00
	ID-2043-17	Vellore Village CC - Main Entrance Improvements	0.00	0.18	0.00
	ID-2034-17	Geodetic Control Survey Monumentation	0.00	0.17	0.00
	BF-8514-17	Maple CC - Exterior Concrete Removal & Replacement	0.00	0.09	0.00
	ID-2044-17	Chancellor CC - Innovative Path System	0.00	0.08	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	BF-8513-17	Chancellor CC - Exterior Concrete Removal & Replacement	0.00	0.07	0.00
	BF-8515-17	Dufferin Clark CC - Exterior Concrete Removal & Replacement	0.00	0.07	0.00
	BF-8511-17	Garnet Williams CC - Exterior Concrete Removal & Replacement	0.00	0.06	0.00
	BF-8512-17	Al Palladini CC - Exterior Concrete Removal & Replacement	0.00	0.06	0.00
	ID-2046-18	2020 Watermain Replacement	0.00	0.00	0.57
	ID-2047-18	2020 Road Rehabilitation/ Reconstruction	0.00	0.00	0.34
	ID-2049-18	SWM Improvements at Napa Valley Pond	0.00	0.00	0.06
Infrastructure Delivery Total			25.57	19.33	19.96
Parks Development					
	PK-6540-16	Chancellor District Park-Playg	0.50	0.00	0.00
	PK-6535-16	Basketball Court Improvements-	0.28	0.00	0.00
	PK-6382-14	Torii Pk - Tennis Court	0.25	0.00	0.00
	PK-6489-16	Oak Bank Pond - Boardwalk Reco	0.24	0.00	0.00
	PK-6371-16	North Thornhill Community Dist	0.18	0.00	0.00
	PK-6384-13	Uplands Hiking Trails	0.17	0.00	0.00
	PK-6388-14	Pedestrian Bridge	0.16	0.00	0.00
	PK-6393-16	West Maple Creek Park - Playgr	0.15	0.00	0.00
	PK-6421-16	Princeton Gate Park - Playgrou	0.14	0.00	0.00
	PK-6534-16	King High Park-Pedestrian Brid	0.10	0.00	0.00
	PK-6479-14	Parks Redevelopment Strategy	0.09	0.00	0.00
	PK-6359-14	Maxey Pk - Parking Lot Expansi	0.08	0.00	0.00
	PK-6474-15	Keffer Marsh - Bridge Replacem	0.08	0.00	0.00
	PK-6335-12	Woodbridge Coll-Playground Rep	0.07	0.00	0.00
	PK-6322-14	Rose Mandarino Pk-Basketball C	0.07	0.00	0.00
	PK-6226-11	911 Emergency Signage Program	0.07	0.00	0.00
	PK-6473-14	Sports Village - Bocce Court	0.07	0.00	0.00
	PK-6408-16	Concord Thornhill Regional Par	0.06	0.00	0.00
	PK-6376-13	GT BridgeID#MS29:Pdstrian Brid	0.06	0.00	0.00
	PK-6381-14	APCC-Landscape&Ped Improvement	0.04	0.00	0.00
	PK-6363-	Vellore Heritage Square-Parkin	0.04	0.00	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	13				
	PK-6330-11	GT Marita Payne Pk-Bridge Repl	0.01	0.00	0.00
	PK-6487-14	Bob O Link Parkette - Walkway	0.00	0.00	0.00
	PK-6285-10	Sports Field Fencing	0.00	0.00	0.00
	PK-6370-17	Uplands Golf & Ski Centre - Irrigation/Snow Making Water System	0.00	0.66	0.00
	PK-6349-17	Vaughan Grove Sports Park-Soccer Field Lighting	0.00	0.58	0.00
	PK-6558-17	Father Ermanno Bulfon Park-Playground Replacement and Safety Surfacing	0.00	0.45	0.00
	PK-6345-17	Conley Park Park-Tennis Court Reconstruction	0.00	0.40	0.00
	PK-6543-17	Playground Surfacing Replacement-Various Locations	0.00	0.36	0.00
	PK-6438-17	Marco Park-Tennis Court Redevelopment	0.00	0.23	0.00
	PK-6418-17	Vaughan Mills Park-Playground Replacement and Safety Surfacing	0.00	0.21	0.00
	PK-6557-17	Alexander Elisa Park-Playground Replacement and Safety Surfacing	0.00	0.21	0.00
	PK-6562-17	Basketball Court Improvements-Various Locations	0.00	0.17	0.00
	PK-6461-17	Marco Park-Playground Replacement and Safety Surfacing	0.00	0.14	0.00
	PK-6420-17	Fossil Hill Park-Playground Replacement and Safety Surfacing	0.00	0.14	0.00
	PK-6564-17	Sportsfield Improvements-Various Locations	0.00	0.12	0.00
	PK-6533-17	West Don Valley-Pedestrian Bridge Replacement	0.00	0.12	0.00
	PK-6574-17	Don River Valley Restoration	0.00	0.07	0.00
	PK-6566-18	Playground Rubber Surfacing Replacement-Various Locations	0.00	0.00	0.71
	PK-6502-18	Promenade Green Park-Tennis Court Reconstruction	0.00	0.00	0.48
	PK-6360-18	Vellore Village Community Centre - Soccer Field Redevelopment	0.00	0.00	0.39
	PK-6472-18	Rosedale Park North - Tennis Court Reconstruction	0.00	0.00	0.25
	PK-6503-18	Napa Valley Park-Tennis Court Reconstruction	0.00	0.00	0.21
	PK-6559-18	Parwest Park-Playground Replacement and Safety Surfacing	0.00	0.00	0.20
	PK-6505-18	Ramsey Armitage Park-Playground Replacement and Safety Surfacing	0.00	0.00	0.17
	PK-6592-18	Rosedale North Park-Playground Replacement and Safety Surfacing	0.00	0.00	0.17

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	PK-6582-18	Tinsmith Park-Playground Replacement and Safety Surfacing	0.00	0.00	0.16
	PK-6561-18	Basketball Court Improvements-Various Locations	0.00	0.00	0.16
	PK-6459-18	Maple Lions Park - Playground Replacement and Safety Surfacing	0.00	0.00	0.15
	PK-6380-18	Sportsfield Improvements-Various Locations	0.00	0.00	0.14
	PK-6462-18	Vellore Heritage Square - Playground Replacement and Safety Surfacing	0.00	0.00	0.13
	PK-6416-18	Memorial Hill - Cultural Landscape Revitalization Study	0.00	0.00	0.07
Parks Development Total			2.91	3.83	3.36
Real Estate					
	RL-0005-12	Land Acquisition Fees	0.76	0.00	0.00
	RL-0005-13	Land Acquisition Fees	0.00	0.27	0.27
	RL-0009-13	Real Estate Acquisition Strate	0.10	0.00	0.00
	RL-0008-13	MNR Tablelands	0.00	0.00	0.00
Real Estate Total			0.87	0.27	0.27
Recreation Services					
	RE-9529-16	City Playhouse Theatre Lobby C	0.05	0.00	0.00
	RE-9534-17	Community Centre Program Equipment Replacement	0.00	0.21	0.00
	RE-9535-17	City Playhouse Theatre Flooring Replacement for Vestibule Entrance	0.00	0.03	0.00
Recreation Services Total			0.05	0.23	0.00
Transportation Services Parks & Forestry Operations					
	RP-6754-15	Parks Concrete Walkway Repairs/Replacements	0.58	0.22	0.30
	RP-6746-15	Fence Repair & Replacement Program	0.32	0.11	0.11
	PO-6717-14	YCDSB-Soccer Field Redevelopme	0.20	0.00	0.00
	RP-2013-15	Street Light Pole Replacement Program	0.19	0.31	0.31
	PO-6709-10	SWM Pond Life Saving Stat Ph2	0.15	0.00	0.00
	PW-2066-14	Yard Weigh Scale	0.13	0.00	0.00
	PO-6712-10	Sugar Bush Woodlot Repairs & M	0.10	0.00	0.00
	RP-6747-15	Relocation of Gazebo (Dr.Mclea	0.06	0.00	0.00
	PW-2034-10	Hope Radio Tower Study & Impr.	0.05	0.00	0.00
	PO-6750-14	Park and Walkway Fencing	0.04	0.00	0.00
	PO-6753-14	CTS Mobile Handheld Program	0.03	0.00	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	EN-1896-12	Traff Sgn Reflectivity Testing	0.01	0.00	0.00
	RP-1972-17	Public Works and Parks Operations Yard Expansion and Upgrade Strategy	0.00	16.21	0.00
	RP-6753-19	CTS Mobile Handheld Program	0.00	0.16	0.27
	RP-6763-17	Baseball Diamond Redevelopment/Reconstruction	0.00	0.14	0.15
Transportation Services Parks & Forestry Operations Total			1.87	17.15	1.14
Vaughan Libraries					
	LI-4537-13	Capital Resource Purchases	0.18	1.73	1.77
	LI-4552-16	Maple Feasibility Study	0.07	0.00	0.00
	LI-4504-13	Library Technology Upgrade	0.00	0.14	0.14
	LI-4553-17	Library Operating System Replacement	0.00	0.08	0.00
Vaughan Libraries Total			0.25	1.95	1.91
Invest, renew and manage infrastructure and assets Total			54.96	62.52	48.52
Continue to ensure the safety and well-being of citizens					
Development Planning					
	DP-9536-15	Building Pedestrian Level Wind	0.05	0.00	0.00
Development Planning Total			0.05	0.00	0.00
Facility Maintenance Services					
	BF-8476-15	Building upgrades to meet AODA Requirements	0.54	0.31	0.31
	BF-8588-17	Various Community Centres - Roof Repairs & Replacement	0.00	0.12	0.00
	BF-8477-16	CCTV Connection to City's Network (8 out of approx. 25 locations)	0.00	0.00	0.00
	BF-8607-18	Various Community Centres - Roof Repairs & Replacement	0.00	0.00	0.12
Facility Maintenance Services Total			0.54	0.43	0.43
Fire and Rescue Services					
	FR-3628-15	Fire Training Tower	0.41	0.00	0.00
	FR-3630-16	Fire Master Plan - 2016 Update	0.15	0.00	0.00
	FR-3606-18	Station 76 Aerial Purchase	0.00	0.00	1.84
	FR-3581-18	Purchase Land for New Station 7-11	0.00	0.00	1.11
	FR-3618-18	Station #74 Equipment for Firefighter Purchase	0.00	0.00	0.13
	FR-3619-18	Engine #74 Equipment Purchase	0.00	0.00	0.12
Fire and Rescue Services Total			0.56	0.00	3.20
Infrastructure Delivery					
	FR-3582-16	Reposition Stn 74 Kleinburg Bu	4.81	0.00	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	FR-3564-13	Station #73 Construction	0.78	0.00	0.00
	FR-3640-15	Municipal Infrastructure Stn73	0.20	0.00	0.00
	BF-8481-16	Fire Station 7-3 - Ex. Fuel Ta	0.04	0.00	0.00
	FR-3583-15	Reposition Stn 74 Kleinburg La	0.01	0.00	0.00
	CD-1996-17	Municipal Structure Inspection and Reporting in 2017	0.00	0.10	0.00
Infrastructure Delivery Total			5.83	0.10	0.00
Transportation Services Parks & Forestry Operations					
	RP-6756-15	Traffic Signs Reflectivity Inspection and Testing	0.11	0.00	0.00
Transportation Services Parks & Forestry Operations Total			0.11	0.00	0.00
Continue to ensure the safety and well-being of citizens Total			7.09	0.53	3.63
Meet Council tax rate targets (no greater than 3%)					
Development Engineering and Infrastructure Planning Services					
	DT-7122-13	Engineering Fee Review Study	0.05	0.00	0.00
Development Engineering and Infrastructure Planning Services Total			0.05	0.00	0.00
Meet Council tax rate targets (no greater than 3%) Total			0.05	0.00	0.00
Update the Official Plan and supporting studies					
Building Standards					
	BS-1006-15	Zoning Bylaw Review	1.94	0.00	1.40
Building Standards Total			1.94	0.00	1.40
Development Engineering and Infrastructure Planning Services					
	DE-7141-16	Transportation Master Plan Update	0.47	0.11	0.00
	DE-7139-16	Storm Drainage and Storm Water Management Master Plan Update	0.30	0.11	0.00
	DE-7142-16	Water Master Plan Update	0.15	0.11	0.00
	DE-7168-16	Wastewater Master Plan Update	0.15	0.11	0.00
	DE-7170-17	2018 Engineering DC Background Study Update	0.00	0.18	0.00
	DE-7182-17	Implementation of the Regional Express Rail	0.00	0.14	0.15
	DE-7181-17	Implementation of the Transportation Master Plan Update	0.00	0.14	0.15
Development Engineering and Infrastructure Planning Services Total			1.07	0.88	0.30
Development Planning					
	DP-9526-17	Yonge Street / Steeles Corridor Urban Design Streetscape & Open Space Masterplan	0.00	0.18	0.00
Development Planning Total			0.00	0.18	0.00
Policy Planning & Environmental Sustainability					
	PL-9550-	Municipal Comprehensive (Official Plan)	1.55	0.17	0.13

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	16	Review			
	PL-9023-11	Weston Road and Highway 7 Seco	0.25	0.00	0.00
	PL-9533-13	New Community Areas Secondary Plan - Block 41	0.14	0.10	0.00
	PL-9535-13	New Community Areas Secondary Plan - Block 27	0.12	0.10	0.00
	PL-9026-11	Vaughan Mills Centre Secondary	0.11	0.00	0.00
	PL-9003-07	Vaughan Official Plan Review	0.09	0.00	0.00
	PL-9027-12	Ctr St W Gateway Secondary Pln	0.03	0.00	0.00
	PL-9547-14	Land Use Study-Kipling/HWY7	0.02	0.00	0.00
	PL-9025-11	Natural Heritage Network (NHN)	0.02	0.00	0.00
Policy Planning & Environmental Sustainability Total			2.33	0.37	0.13
Update the Official Plan and supporting studies Total			5.33	1.43	1.83
Attract investment and create jobs					
Development Planning					
	DP-9544-15	Streetscape for Concord West b	0.61	0.00	0.00
	DP-9542-15	Islington Avenue Streetscape P	0.52	0.00	0.00
	DP-9528-14	City-Wide Urban Design Study	0.18	0.00	0.00
	DP-9525-15	Vaughan Mills Urban Design Str	0.13	0.00	0.00
	DP-9004-07	Vellore -Master Plan Study	0.11	0.00	0.00
	EN-1906-12	Islington Ave Strtscape-Gateway	0.08	0.00	0.00
	DP-9029-12	Woodb Heritg Dst. Urban Design	0.05	0.00	0.00
	DP-9537-14	IslingtonAveStrtscape(KARA&KBI	0.03	0.00	0.00
Development Planning Total			1.71	0.00	0.00
Infrastructure Delivery					
	DP-9017-10	Major Mack Streetscape Cons.	0.36	0.00	0.00
	CD-2006-15	Major Mackenzie Drive Streetsc	0.32	0.00	0.00
Infrastructure Delivery Total			0.68	0.00	0.00
Economic Develop. & Culture Services					
	EB-9545-17	Economic Development & Employment Strategy (EDES) Study	0.00	0.14	0.00
Economic Develop. & Culture Services Total			0.00	0.14	0.00
Attract investment and create jobs Total			2.39	0.14	0.00

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Create and manage affordable housing options (secondary suites)					
Policy Planning & Environmental Sustainability					
PL-9539-13	CW Secondary Suites Study		0.01	0.00	0.00
Policy Planning & Environmental Sustainability Total			0.01	0.00	0.00
Create and manage affordable housing options (secondary suites) Total			0.01	0.00	0.00
Continue to cultivate an environmentally sustainable city					
Environmental Services					
EV-2063-15	ICI Water Meter Replacement Program		0.62	0.41	0.00
EV-2078-15	SCADA System Implementation		0.31	0.00	0.00
DT-7054-11	Water Loss Control System Feas		0.26	0.00	0.00
DT-7079-11	Inflow & Infiltration Reductio		0.24	0.00	0.00
EV-2076-15	Sample Stations		0.15	0.00	0.00
DT-7094-12	Water Loss Control Sys Study		0.13	0.00	0.00
DT-7091-12	Non-Revenue Water Volume Analy		0.07	0.00	0.00
Environmental Services Total			1.79	0.41	0.00
Facility Maintenance Services					
BF-8101-08	Energy Conservations Improveme		0.12	0.00	0.00
Facility Maintenance Services Total			0.12	0.00	0.00
Infrastructure Delivery					
RP-2058-15	LED Streetlight Conversion		3.10	16.45	0.00
BF-8509-16	Roof Replacement for PowerStre		2.78	0.00	0.00
Infrastructure Delivery Total			5.88	16.45	0.00
Policy Planning & Environmental Sustainability					
ES-2521-15	Community Sustainability and E		0.05	0.00	0.00
Policy Planning & Environmental Sustainability Total			0.05	0.00	0.00
Recreation Services					
RE-9521-14	Rtft to Enrg-Effic light-MCC		0.02	0.00	0.00
Recreation Services Total			0.02	0.00	0.00
Continue to cultivate an environmentally sustainable city Total			7.85	16.86	0.00
Support and promote arts, culture, heritage and sports in the community					
Development Planning					
DP-9555-17	VMC - Consultation Services		0.00	0.10	0.10
Development Planning Total			0.00	0.10	0.10
Facility Maintenance Services					
37-2-04	New Civic Centre		0.12	0.00	0.00
Facility Maintenance Services Total			0.12	0.00	0.00

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Infrastructure Delivery					
BF-8378-15	Carrville Community Centre and District Park	3.87	0.00	0.00	
LI-4539-14	VVS39-Consult/Design/Construct	2.57	0.00	0.00	
BF-8479-15	Kleinburg United Church Renovation	0.98	0.90	0.00	
BF-8388-12	CivicCentre-Demo/Parking/Drain	0.61	0.00	0.00	
LI-4522-15	Carrville Block 11 Library	0.35	0.00	0.00	
BF-8472-15	Garnet A. Williams C.C. - Upgr	0.05	0.00	0.00	
Infrastructure Delivery Total		8.44	0.90	0.00	
Parks Development					
PK-6305-15	North Maple Regional Park Phas	5.43	0.00	0.00	
PK-6395-13	UV1-N27 Neighborhood Park Dsgn	1.47	0.00	0.00	
5961-2-03	Maple Valley Plan 2003	1.45	0.00	0.00	
PK-6431-14	61E-N1-Park Design&Constructio	0.84	0.00	0.00	
5987-0-04	Maple Artificial Turf	0.73	0.00	0.00	
PK-6452-14	UV1-LP1-GreenwayDes&Constructi	0.53	0.00	0.00	
PK-6401-16	61W-N2 - Block 61 Neighbourhoo	0.52	0.00	0.00	
PK-6521-15	MS1 Block 19 Neighbourhood Park	0.48	0.00	0.00	
PK-6084-08	19T-01V04 (Humberplex)-Kleinbu	0.42	0.00	0.00	
PK-6538-16	Thornhill Green Park-Section 3	0.30	0.00	0.00	
PK-6497-15	KA-S5 Block 51- Public Square-	0.30	0.00	0.00	
PK-6522-15	MS2 Block 19 Neighbourhood Par	0.26	0.00	0.00	
PK-6386-14	Calvary Church - Soccer Field	0.24	0.00	0.00	
PK-6500-15	WP13 Block 52 Neighbour Park-D	0.21	0.00	0.00	
PK-6365-14	UV1-D4 - Block 40 District Par	0.21	0.00	0.00	
PK-6347-16	LP-N6 Block 12 Linear Park- De	0.15	0.00	0.00	
PK-6432-16	61E-P4 - Block 61 Parkette Des	0.13	0.00	0.00	
PK-6433-16	Active Together Master Plan Up	0.11	0.00	0.00	
PK-6415-14	61W-N1-Park Design&Constructio	0.06	0.00	0.00	
PK-6304-11	Lady Fenytrose Greenway (LP-N10	0.04	0.00	0.00	
PK-6541-16	Sportsfield Improvements-Vario	0.01	0.00	0.00	
PK-6365-17	Block 40 Chatfield District Park Construction (UV1-D4)	0.00	3.00	1.60	
PK-6424-17	Block 61W Neighbourhood Park and Greenway Development (N3 and G8)	0.00	1.20	0.00	

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PK-6499-17	Block 11 Carrville District Centre Neighbourhood Park Development (CC11-N11)	0.00	1.20	0.00
PK-6498-17	Block 59 District Park Development (WVEA59-D1)-Phase 1	0.00	0.55	4.95
PK-6571-17	Block 44 Maxey Park Playground Development (WN4)	0.00	0.21	0.00
PK-6569-17	Block 8 Chateau Ridge Park- Playground Development (TN40)	0.00	0.20	0.00
PK-6302-17	Off Leash Dog Park Development	0.00	0.14	0.00
PK-6405-17	Trail Signage	0.00	0.11	0.00
PK-6456-18	Block 61 Neighbourhood Park Development (61W-N4)	0.00	0.00	0.81
PK-6287-18	Block 18 District Park Development (UV2-D1)	0.00	0.00	0.57
PK-6547-18	Block 61 Greenway Park Development (61W-G8B Southern Portion)	0.00	0.00	0.37
PK-6556-18	Block 22 Liberty Maplecrete Public Square Development (VMC22-11)	0.00	0.00	0.25
PK-6528-18	MacMillan Farm-Master Plan	0.00	0.00	0.06
Parks Development Total		13.91	6.61	8.60
Recreation Services				
RE-9504-08	Pierre Berton Discovery Centre	0.60	0.00	0.00
RE-9531-16	Recreation and Culture Custome	0.03	0.00	0.00
RE-9532-16	City Playhouse Theatre Program	0.01	0.00	0.00
RE-9537-17	VMC Library, Recreation and YMCA Centre of Community	0.00	1.87	1.87
RE-9503-13	Fitness Centre Equipment Replacement	0.00	0.23	0.23
Recreation Services Total		0.64	2.10	2.10
Vaughan Libraries				
LI-4540-15	Vellore Village South BL39 - R	0.38	0.00	0.00
LI-4521-15	Carrville BI 11 Land	0.39	0.00	0.00
LI-4543-13	VVS39 - Land	0.39	0.00	0.00
LI-4541-16	Vellore Village South BL 36 -	0.26	0.00	0.00
LI-4542-16	Vellore Village South BL39 - C	0.16	0.00	0.00
LI-4554-17	VMC Library - Resource Material, F&E, Comm/Hrdwr	0.00	0.00	0.38
Vaughan Libraries Total		1.57	0.00	0.38
Support and promote arts, culture, heritage and sports in the community Total		24.68	9.71	11.18

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Continue to advance a culture of excellence in governance					
By-Law & Compliance, Licensing & Permit Services					
BY-9542-17	By-Law & Compliance Online Payment Module		0.00	0.02	0.00
BY-9544-17	Animal Services MNR Feasibility Study		0.00	0.16	0.00
By-Law & Compliance, Licensing & Permit Services Total			0.00	0.18	0.00
City Clerk					
CL-2517-12	Claims Management System		0.01	0.00	0.00
CL-2525-16	Ward Boundary Review		0.01	0.00	0.00
City Clerk Total			0.02	0.00	0.00
Financial Services					
FI-0073-18	New Property Tax System		0.00	0.00	0.36
Financial Services Total			0.00	0.00	0.36
Transformation & Strategy Office					
CM-2526-16	Service Excellence Strategic Initiatives		0.00	0.05	0.00
SP-0016-17	Strategy Update		0.00	0.21	0.00
Transformation & Strategy Office Total			0.00	0.26	0.00
Continue to advance a culture of excellence in governance Total			0.02	0.44	0.36
Enhance civic pride through a consistent city-wide approach to citizen engagement					
Information Technology Management					
IT-3020-14	Continuous Improvement - City Website (Vaughan Online)		0.00	0.15	0.15
Information Technology Management Total			0.00	0.15	0.15
Office of the Chief Human Resources Officer					
HR-9543-17	AODA Website Documents Compliance		0.00	0.00	0.10
Office of the Chief Human Resources Officer Total			0.00	0.00	0.10
Recreation Services					
RE-9533-16	CLASS System Upgrade		0.00	0.16	0.00
RE-9536-17	CLASS System Upgrade - Peripheral Equipment		0.00	0.08	0.00
Recreation Services Total			0.00	0.23	0.00
Service Excellence Strategic Initiatives					
FI-0087-17	Service Vaughan - Point of Sale		0.00	0.39	0.13
Service Excellence Strategic Initiatives Total			0.00	0.39	0.13
Transformation & Strategy Office					
SP-0017-18	Citizen Engagement Study		0.00	0.00	0.05
Transformation & Strategy Office Total			0.00	0.00	0.05
Transportation Services Parks & Forestry Operations					
RP-6764-17	Beautification strategy - Enhanced garden displays		0.00	0.25	0.00
Transportation Services Parks & Forestry Operations Total			0.00	0.25	0.00

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Vaughan Libraries					
	LI-4548-16	AODA Compliant Circulation Des	0.02	0.00	0.00
Vaughan Libraries Total			0.02	0.00	0.00
Enhance civic pride through a consistent city-wide approach to citizen engagement Total			0.02	1.02	0.44
Operational Performance					
Financial Planning & Development Finance					
	BU-0006-13	Citywide CPA Module	0.01	0.00	0.00
Financial Planning & Development Finance Total			0.01	0.00	0.00
Service Excellence Strategic Initiatives					
	SE-0078-16	Procurement Modernization	0.32	0.00	0.00
	BU-0011-16	Financial Framework - FMP	0.30	0.00	0.00
	DI-0075-15	Development Charges Background Studies - City-Wide Preliminary and New SACs	0.01	0.21	0.19
Service Excellence Strategic Initiatives Total			0.63	0.21	0.19
Operational Performance Total			0.64	0.21	0.19
Staff Engagement					
Human Resources					
	HR-9536-14	Learning Management System	0.03	0.00	0.00
	HR-9537-13	HR Integration Project	0.03	0.00	0.00
	HR-9539-16	E-Performance Application	0.01	0.00	0.00
Human Resources Total			0.06	0.00	0.00
Service Excellence Strategic Initiatives					
	SE-0088-16	Service Vaughan Phase I	0.47	0.45	0.00
	SE-0080-16	Service Excellence Leads Program	0.21	0.23	0.00
	SE-0079-16	Workforce Management System Business Case	0.03	0.18	0.00
	SE-0082-16	Leadership Alignment	0.03	0.03	0.00
	SE-0083-16	Service Excellence Communication Plan	0.02	0.03	0.00
	SP-0010-15	Update to Vaughan Vision Strategy	0.02	0.00	0.00
	SE-0076-16	Job Description & Evaluation Process	0.02	0.05	0.00
	SE-0081-16	Recognition Program for Service Excellence	0.01	0.02	0.00
Service Excellence Strategic Initiatives Total			0.81	0.98	0.00
Staff Engagement Total			0.88	0.98	0.00

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Citizen Experience					
Access Vaughan					
AV-9532-15	Access Vaughan Phase II - Step		0.03	0.00	0.00
Access Vaughan Total			0.03	0.00	0.00
Information Technology Management					
IT-3009-09	eMail Journaling and Archiving		0.04	0.00	0.00
Information Technology Management Total			0.04	0.00	0.00
Recreation Services					
RE-9530-16	Recreation and Culture Service		0.07	0.00	0.00
Recreation Services Total			0.07	0.00	0.00
Service Excellence Strategic Initiatives					
SE-0077-16	Digital Strategy		0.06	0.00	0.00
Service Excellence Strategic Initiatives Total			0.06	0.00	0.00
Citizen Experience Total			0.18	0.00	0.00
Grand Total			158.26	114.05	145.60

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10.4.3 Reserves Forecasts (\$M)

Reserve	Reserve Name	Balance Available after cashflow	2016				2017				2018			
			Contribution	Capital Spend	Operation Spend	Interest	Year end	Contribution	Capital Spend	Operation Spend	Interest	Year end		
62010	CWDC - Engineering	116.77	24.26	26.26	0.00	0.80	115.68	27.11	27.86	0.00	1.15	115.98		
62020	CWDC - Fire	-1.46	1.22	1.09	0.00	-0.04	-1.37	1.36	5.97	0.00	-0.04	-6.01		
62040	CWDC - Library Buildings	6.12	1.89	3.27	0.00	0.03	4.77	2.11	0.53	0.00	0.06	6.41		
62060	CWDC - Management Studies	-2.27	0.63	2.84	0.00	-0.06	-4.52	0.71	1.53	0.00	-0.06	-5.39		
62080	CWDC - Parks Development	31.42	6.86	12.30	0.00	0.23	26.20	7.66	14.96	0.00	0.23	19.13		
62090	CWDC - Public Works	9.46	1.01	5.83	0.00	0.06	60.69	10.06	2.34	0.00	0.06	69.05		
62100	CWDC - Recreation	53.16	9.00	2.02	0.00	0.55	60.69	10.06	2.34	0.00	0.00	69.05		
63010	D2-Clarence St. Sanitary	0.00	0.00	0.00	0.00	0.00	3.52	0.00	0.00	0.00	0.04	3.55		
63070	D8-Rainbow Creek Drainage	3.48	0.00	0.00	0.00	0.03	3.52	0.00	0.00	0.00	0.04	3.55		
63160	D16-PD#6 W. Wdbridge Waterma	0.13	0.00	0.20	0.00	-0.01	-0.09	0.00	0.20	0.00	-0.01	-0.72		
63163	D18-PD#6 W. Major Mac. Water	0.00	0.00	0.41	0.00	0.00	-0.41	0.00	0.30	0.00	-0.01	-0.72		
63164	D19-PD#6 E. Rutherford Water	0.08	0.00	0.00	0.00	-0.01	0.07	0.00	0.00	0.00	0.00	0.07		
63165	D20-PD#7 Watermain West	1.77	0.00	0.00	0.00	0.01	1.78	0.00	0.00	0.00	0.02	1.80		
63168	D23-Dufferin/Feston Sanitary	0.07	0.00	0.00	0.00	0.00	0.08	0.00	0.00	0.00	0.00	0.08		
63169	D24-Ansley Grove Sanitary	0.22	0.00	0.00	0.00	0.00	0.22	0.00	0.00	0.00	0.00	0.22		
63160	D25-Zenway/Fogal Sub-Trunk	0.34	0.00	0.40	0.00	-0.02	-0.08	0.00	0.40	0.00	0.00	-0.49		
63162	D27 Huntingway/Fogal Sub-Trunk	0.62	0.00	0.40	0.00	-0.02	0.20	0.00	0.40	0.00	0.00	-0.20		
63163	ASDC - Black Creek - Immediately	0.00	0.00	0.03	0.00	0.00	-0.04	0.00	0.59	0.00	0.00	-0.63		
63164	ASDC - Black Creek - Undeveloped	0.00	0.00	0.01	0.00	0.00	-0.01	0.00	0.14	0.00	0.00	-0.14		
63165	ASDC - Black Creek - VMC Areas D	0.00	0.00	0.01	0.00	0.00	-0.01	0.00	1.40	0.00	-0.01	-1.42		
61025	Gas Tax Reserve	21.72	8.77	14.72	0.00	0.08	15.86	8.77	8.91	0.00	0.16	15.88		
60172	Bldg Standards Continuity	11.17	8.70	0.79	3.10	0.13	16.12	9.69	0.43	3.10	0.19	22.47		
61009	Subdiv. Contrib. Royal Palm	0.12	0.00	0.00	0.00	0.00	0.12	0.00	0.00	0.00	0.00	0.12		
61010	Subdivider Contributions	4.87	0.00	0.05	0.00	0.05	4.87	0.00	0.00	0.00	0.05	4.92		
61011	Geodetic Bench	1.08	0.00	0.17	0.00	0.00	0.91	0.00	0.00	0.00	0.00	0.91		
61012	Tree Replacement Fee	0.45	0.00	0.03	0.00	0.00	0.42	0.00	0.03	0.00	0.00	0.39		
61013	Greenways - WEA	0.63	0.00	0.00	0.00	0.00	0.63	0.00	0.00	0.00	0.00	0.63		
61014	Open Space - WEA	0.02	0.00	0.00	0.00	0.00	0.02	0.00	0.00	0.00	0.00	0.02		
61015	Sewer Camera Inspection	1.35	0.00	0.00	0.00	0.00	1.35	0.00	0.00	0.00	0.00	1.35		
61016	Catch Basin Repairs	0.08	0.00	0.00	0.00	0.00	0.08	0.00	0.00	0.00	0.00	0.08		
61020	Recreation Land	59.13	0.29	0.00	0.92	0.58	58.49	0.00	0.19	0.96	0.58	57.92		
61021	Section 37 Reserve	1.14	0.00	0.00	0.00	0.01	1.15	0.00	0.00	0.00	0.01	1.17		
63120	D13-Woodlot Acquisition	0.06	0.00	0.05	0.00	0.00	0.02	0.00	0.05	0.00	0.00	-0.03		
61050	Entry Feature 427 / Hwy 7	0.15	0.00	0.00	0.00	0.00	0.15	0.00	0.00	0.00	0.00	0.15		
61051	Municipal Rds & Infra Grant	0.67	0.00	0.35	0.00	0.00	0.32	0.00	0.02	0.00	0.00	0.30		
61052	Investing in Ontario Grant	1.00	0.00	0.26	0.00	0.00	0.75	0.00	0.50	0.00	0.00	0.26		
Total Obligatory Reserves		323.45	62.34	71.76	4.02	2.43	312.44	68.60	66.92	4.06	3.08	313.14		
60020	Vehicle Replacement	3.66	0.39	1.61	0.00	0.02	2.46	0.50	1.78	0.00	0.02	1.20		
60030	Fire Equipment Replacement	4.68	1.34	5.11	0.00	0.01	0.92	1.54	0.98	0.00	0.01	1.49		
60050	Water	43.83	0.00	14.68	0.00	0.30	29.45	0.00	7.97	0.00	0.25	21.74		
60060	Waste Water (Sewer)	46.10	0.00	7.77	0.00	0.39	38.72	0.00	4.79	0.00	0.36	34.30		
60065	Stormwater Reserve	0.00	0.00	0.06	0.00	0.00	-0.06	0.00	4.55	0.00	-0.02	-4.64		
60070	Cemetery	0.01	0.00	0.00	0.00	0.00	0.01	0.00	0.00	0.00	0.00	0.01		
60100	City Playhouse	0.07	0.02	0.00	0.00	0.00	0.08	0.02	0.00	0.00	0.00	0.10		
60160	Heritage Fund	2.84	0.22	0.16	0.00	0.03	2.92	0.23	0.08	0.00	0.03	3.10		
60170	Bld & Fac. Infrastructure	17.82	2.76	9.87	0.00	0.09	10.79	3.43	6.98	0.00	0.09	7.32		
60180	Roads Infrastructure	8.03	0.43	0.00	0.00	0.07	8.54	0.45	0.00	0.00	0.09	9.07		
60186	Streetscapes	2.13	0.48	0.00	0.00	0.02	2.63	0.48	0.00	0.00	0.03	3.14		
60188	Parks Infrastructure	5.11	0.82	3.77	0.00	0.02	2.19	1.11	3.27	0.00	0.04	0.04		
60189	Artificial Soccer Turf Reser	0.88	0.15	0.00	0.00	0.01	1.04	0.18	0.00	0.00	0.01	1.23		
60190	Keele Valley Landfill	1.60	0.00	0.68	0.00	0.01	0.92	0.00	0.61	0.00	0.01	0.32		
60192	City Hall Reserve	0.03	0.00	0.00	0.00	0.00	0.03	0.00	0.00	0.00	0.00	0.03		
60195	Uplands Capital Improv. Res.	-0.26	0.00	0.49	0.00	-0.01	-0.75	0.00	0.32	0.00	-0.01	-1.08		
60211	Informat Tech Asset Replacem	0.79	1.12	1.97	0.00	0.00	-0.06	1.24	1.36	0.00	0.00	-0.18		
60212	Library Materials Reserve	0.21	1.67	1.30	0.00	0.00	0.59	1.73	1.54	0.00	0.01	0.79		
61030	Debtenture Payments	3.49	0.00	0.00	1.50	0.03	2.02	0.60	0.00	1.60	0.02	1.03		
60040	Insurance	3.88	0.00	0.00	0.00	0.00	3.88	0.00	0.00	0.00	0.00	3.88		
60110	Engineering Reserve	2.16	5.60	0.00	7.24	0.01	0.53	7.04	0.00	7.52	0.00	0.04		
60122	Winterization Reserve	0.68	0.00	0.00	0.00	0.01	0.69	0.00	0.00	0.00	0.01	0.70		
60130	Election Reserve	0.55	0.45	1.44	0.15	0.02	-0.59	0.45	0.25	1.20	-0.01	-1.60		
60140	Employer Benefit Contributio	22.03	0.00	0.00	0.02	0.22	22.23	0.00	0.00	0.00	0.22	22.45		
60145	WSIB Claims	0.99	0.00	0.00	0.00	0.01	1.00	0.00	0.00	0.00	0.01	1.01		
60175	Planning Reserve	1.00	0.00	0.00	0.00	0.01	1.01	0.00	0.00	0.00	0.01	1.02		

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Reserve	Reserve Name	2016 Balance Available after cashflow	2017					2018				
			Contribution	Capital Spend	Operation Spend	Interest	Year end	Contribution	Capital Spend	Operation Spend	Interest	Year end
60000	General Working Capital	15.86	0.00	0.00	0.00	2.41	0.15	0.00	0.00	0.00	0.27	0.13
60080	Suggestion Program	0.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
60090	Industrial Development	0.03	0.00	0.00	0.00	0.00	0.03	0.00	0.00	0.00	0.00	0.03
60121	Management By Law Reserve	0.10	0.00	0.00	0.00	0.00	0.10	0.00	0.00	0.00	0.00	0.10
60210	Innovation Reserve	1.54	0.00	0.00	0.41	0.00	0.01	0.00	0.00	0.00	0.00	0.01
61000	Senior Citizen Bequests	0.21	0.00	0.00	0.00	0.00	0.21	0.00	0.00	0.00	0.00	0.22
60120	Sale of Public Lands	6.46	0.00	0.00	0.00	0.00	6.46	0.00	0.00	0.00	0.00	6.52
60125	Kleinburg Parking Reserve	0.06	0.00	0.00	0.00	0.00	0.06	0.00	0.00	0.00	0.00	0.06
61022	Capital From Taxation	12.10	7.37	19.90	0.00	0.00	-0.43	7.04	10.13	0.00	0.00	-3.55
60010	Tax Rate Stabilization Fund	0.06	0.00	0.00	0.00	0.00	0.00	0.18	0.00	0.00	0.00	0.24
60200	Year End Expend. Reserve	2.64	0.00	0.00	0.04	0.00	2.60	0.00	0.00	0.00	0.00	2.60
	Total Discretionary Reserves	211.41	22.80	69.26	11.32	1.44	155.07	26.18	44.61	10.59	1.34	127.39
	Total Reserves	534.86	86.14	141.02	15.34	3.87	467.51	94.78	111.54	14.64	4.42	440.53

10.5 Tax Rate Tables

To be added once budget is approved.

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10.6 Glossary

Accrual Basis Accounting	An accounting method that identifies revenues and expenditures as they are earned and incurred
Additional Resource Request (ARR)	Special or unique requirements not accommodated within existing budget guidelines requiring Senior Management Team (SMT) and Council approval
Amortization	Expensing the cost of an asset over a period of time
Appropriation	Assigning of funds by government for a specific project/program
Annualization	Calculating expenses for a full year of operation
Approved Budget	The final budget passed by Council
Assets	All properties, both tangible and intangible, owned by an entity
Balanced Budget	Total expenses equal total revenues in an operating year
Base Budget	Budget including only very specific changes that are permitted in the annual budget guidelines, typically related to predetermined agreements, contracts or Council approvals
Benchmarking	A standard by which something (e.g. one's practices) can be gauged or evaluated
Best Practice	A tactic, strategy or action used by an organization that other organizations identify to be the most effective approach to dealing with a particular matter
Budget	A financial plan including estimates of projected revenues and expenditures for a given period of time
Budget Guidelines	An outline of budgetary requirements that focus on achieving a specific goal
Budget Monitoring	Budget performance that is observed on a periodic basis for specified variances
Business Unit	An organizational unit with a particular focus
Capital Budget (Plan)	A financial plan for capital expenditures
Capital Expenditure	A component of a capital project that includes all costs incurred to get the asset ready for use
Capital Funding Source	A component of a capital project that indicates all funding sources for a capital project
Capital Projects	Projects whereby an expenditure is incurred to acquire or improve land, buildings, engineering services, machinery and equipment used in providing municipal services, or to deliver a study related to the growth of the City. The expenditure has a lasting benefit beyond one year,

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	extends the life of a fixed asset or has a gross cost exceeding \$20,000
Collective Agreement	A legally binding agreement between an employer and a union, detailing the terms and conditions of employment
Conceptual Budget Framework	An analytical tool to organize the budget into three components: Status Quo, Growth, and New
Consumer Price Index (CPI)	An indicator obtained by comparing through time, the cost of goods and services to a typical consumer, but does not include volume
Contingency	Funds available to cover unforeseen or anticipated events
Council	City of Vaughan Council, composed of the Mayor, Regional Councillors and Local Councillors
Debenture	A form of borrowing funds whereby principal and interest payments are made over time
Deficit	Excess of expenditures over revenues at year-end
Development Charges	Fees collected by the municipality from developers to assist in financing capital costs associated with infrastructure and municipal services to support growth.
Discretionary Reserves	Allocations of accumulated net revenue established by Council for a particular purpose
Expenditure	An outflow of funds to acquire goods or services
Finance, Administration and Audit Committee	The committee comprised of the Mayor, three regional Councillors and five local Councillors that reviews budget issues and provide recommendations to Council
Financial Planning	The consolidation of the City's strategic initiatives, master plans, and general operational and capital requirements in a single process to provide clarity on future pressures and funding requirements
Fiscal Policy	Actions adopted to achieve a financial outcome
Full-Time Equivalent (FTE)	The percentage of time an employee is funded in comparison to the maximum number of regular compensable hours in a work year
Fund	Accounts that are interrelated and are used to record revenues and expenditures with a specific purpose
Generally Accepted Accounting Principles (GAAP)	Uniform minimum requirements intended to define adequate accounting principles
Gapping	The difference between the annual impact and a partial year impact
Grants	A monetary contribution from the government or agency, serving as a means to support a particular program, service or function

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Inflation	A rise in price levels caused by economic activity
Infrastructure	Facilities and installations necessary for the development of the City (e.g. schools, roads, transportation)
Infrastructure Gap	The difference between infrastructure needs and available funding
Investment Income	Interest and dividend income received from investments and cash balances
Labour Costs	Salary and wages in respect to full-time, part-time, permanent part-time, contract, temporary or overtime including other benefits
Levy	An imposed amount of property taxes to support municipal activities
Long-Term Debt	A debt greater than one year where principal and interest is paid
Municipal Price Index (MPI)	The application of relevant indicators to the weighting of major expense categories. The use of the internal MPI provides a more relevant and accurate rate than the use of CPI
Obligatory Reserves	Contributions and expenditures required under provincial statute or legal agreement that are regulated by the particular provincial statute or legal agreement
One-Time Only	An item approved for the current budget year only.
Ontario Municipal Board (OMB)	An independent provincial board that hears applications and appeals on municipal and planning disputes under the <i>Municipal Act</i> , <i>Planning Act</i> , <i>Expropriation Act</i> , <i>Heritage Act</i> and other legislation
Operating Budget	A budget designed to provide financial support to departments for annual operating costs
Operating Costs	The day-to-day costs of maintaining operations
Per Capita	Determined by dividing any figure (e.g. income) by the total current population
Performance Measure	A determination of the degree of effectiveness, efficiency and quality of an action or objective
Property Assessment	Valuation of property as a basis for taxation
Property Tax	A tax levied according to the property's assessed value and tax rate
Reserve/Reserve Funds	Funds collected or set aside from specific Council approved sources for a specific Council approved purpose. Reserve is established by Council and Reserve Fund is restricted to a specific purpose
Service Excellence Strategy Map	Plan that outlines Vaughan's vision, mission and values, term of Council priorities, strategic initiatives related to service excellence and department business plans
Stakeholder	A user with an interest or concern in the topic

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Strategic Initiatives	Initiatives that are large in scale, which represent a shift in the nature and manner in which the city functions
Status Quo	Represents pressures in the budget related to providing existing levels of service to existing residents
Subsidy	Financial assistance to a specific project
Surplus	Quantity or amount in excess of what is required, typically total revenue greater than total expense
Tangible Capital Assets (TCA)	Non financial asset with a gross cost exceeding \$20,000, useful life beyond one year and required for the purpose of constructing, acquiring or improving lands, buildings, engineering services or machinery and equipment
Tax Rate	A percentage rate that is used to determine a property tax
Taxation	The process of which governments collect from businesses and residents to finance public services and activities.
Term of Council Service Excellence Strategy Map (2014-2018)	Vaughan's strategic plan that sets the overall City strategic direction and initiatives for the term of Council
Vaughan Business Enterprise Centre (VBEC)	VBEC encourages entrepreneurship by creating alliances between the public and private sectors to support entrepreneurial programs and services from local, provincial and federal governments, numerous private sector individuals and companies, community groups and academic organizations
User Fees/Service Charges	Payments for the use of specific municipal services and activities
Variance	The difference between actual and budgeted expenses or revenues
Working Capital	Cashflow required to fund operational requirements

10.6.1 Acronyms

AMO	Association of Municipalities of Ontario
ARR	Additional Resource Request
AWWA	American Water Works Association
BU	Business Unit
CICA	Canadian Institute of Chartered Accountants
COLA	Cost of Living Adjustment
COA	Committee of Adjustment
CPI	Consumer Price Index

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DTA	Development Tracking Application
EA	Economic Adjustment
EAB	Emerald Ash Borer
EDMS	Electronic Document Management System
EI	Employment Insurance
FTE	Full-Time Equivalent
GAAP	Generally Accepted Accounting Principles
GFOA	Government Financial Officers Association
GTA	Greater Toronto Area
ISF	Infrastructure Stimulus Fund
IWA	International Water Association
LEED	Leadership in Energy and Environmental Design
LHIN	Local Health Integration Network
LTD	Long-Term Debt
MPI	Municipal Price Index
MTO	The Ontario Ministry of Transport
OFM	Ontario Fire Marshall
OMB	Ontario Municipal Board
OMERS	Ontario Municipal Employees Retirement System
POA	Provincial Offences Act
PSAB	Public Sector Accounting Board
RiNC	Recreation Infrastructure Canada
SMT	Senior Management Team
TCA	Tangible Capital Assets
VBEC	Vaughan Business Enterprise Centre
VFRS	Vaughan Fire and Rescue Services
VHCC	Vaughan Health Campus of Care

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VMC	Vaughan Metropolitan Centre
VPL	Vaughan Public Libraries
WSIB	Workplace Safety Insurance Board
YRT	York Region Transit



CITY OF VAUGHAN

DRAFT 2017 BUDGET AND 2018 PLAN

Revenue & Expenditure Summary

November 7, 2016

CITY OF VAUGHAN

2017 BUDGET AND 2018 PLAN

REVENUE AND EXPENDITURE SUMMARY

	2016 BUDGET	PROPOSED 2017 BUDGET	INC. / (DEC.) \$ %		2018 Forecast	INC. / (DEC.) \$ %	
REVENUES:							
2015 TAXATION	174,788,711	174,788,711			174,788,711	-	
ASSESSMENT GROWTH		1,573,098	1,573,098	0.90%	3,208,032	1,634,934	0.9%
BASE TAXATION	174,788,711	176,361,809	1,573,098	0.9%	177,996,743	1,634,934	0.9%
SUPPLEMENTAL TAXATION	3,200,000	3,200,000	0	0.0%	3,200,000	0	0.0%
GRANT / PAYMENT IN LIEU / OTHER	2,725,200	2,725,200	0	0.0%	2,725,200	0	0.0%
RESERVES	20,213,368	19,119,237	(1,094,131)	-5.4%	17,684,317	(1,434,920)	-7.5%
CORPORATE	18,736,735	20,321,755	1,585,020	8.5%	21,350,573	1,028,818	5.1%
FEES AND SERVICE CHARGES	45,515,258	50,104,353	4,589,095	10.1%	50,643,630	539,277	1.1%
TOTAL REVENUES	265,179,272	271,832,354	6,653,082	2.4%	273,600,463	1,768,109	0.6%
EXPENDITURES:							
DEPARTMENTAL	236,189,067	248,950,295	12,761,228	5.4%	256,294,232	7,343,937	2.9%
RESERVE CONTRIBUTION & CORPORATE EXP.	7,068,730	9,286,234	2,217,504	31.4%	7,416,482	(1,869,752)	-20.1%
LONG TERM DEBT	13,144,068	10,050,751	(3,093,317)	-23.5%	11,787,579	1,736,828	17.3%
CONTINGENCY	1,997,058	1,472,100	(524,958)	-26.3%	1,858,355	386,255	26.2%
CAPITAL FROM TAXATION	6,780,349	7,370,501	590,152	8.7%	7,035,282	(335,219)	-4.5%
ARRs			0	0.0%	0	0	0.0%
TOTAL EXPENDITURES	265,179,272	277,129,881	11,950,609	4.5%	284,391,930	7,262,049	2.6%

FUNDING REQUIREMENT					
2016 TAXATION INCREASE	(0)	5,297,527	5,297,527	5,297,527	
2017 TAXATION INCREASE				5,493,940	5,493,940
2018 TAXATION INCREASE					
2019 TAXATION INCREASE					
AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS			3.00%		3.00%
RECOGNIZED TAX RATE INCREASE			0.00%		3.00%
INCREASE FOR AN AVERAGE HOUSEHOLD ASSESSED AT			\$43		\$44
2016 @ \$626,000, 2017 @ \$667,000, 2018 @ \$711,000 and 2019 @ \$758,000					

NET OPERATING BUDGET BY MAJOR SOURCE

	2016	2017	Inc/(Dec)	2018	Inc/(Dec)
Council	1,612,151	1,678,920	66,769	1,724,073	45,153
Office Of The Integrity Commissioner	221,260	259,323	38,063	259,944	621
Internal Audit	542,934	567,057	24,123	598,230	31,173
City Manager	804,155	577,741	-226,414	588,108	10,367
Office Of The Chief Corporate Initiatives & Intergov. Relations	363,455	504,332	140,877	510,655	6,323
Office Of Transformation & Strategy	516,618	729,294	212,676	742,157	12,863
Office Of Corporate Communications	1,321,350	1,331,695	10,345	1,378,747	47,052
Office Of The Chief Information Officer	9,643,761	10,917,807	1,274,046	11,437,576	519,769
Office Of The City Clerk	5,062,353	5,242,295	179,942	5,411,521	169,226
Committee Of Adjustment	-105,502	-126,673	-21,171	-153,376	-26,703
City Clerk - Insurance	6,397,786	6,494,467	96,681	6,830,810	336,343
Total City Clerk	11,354,637	11,610,089	255,452	12,088,955	478,866
Office Of The Chief Financial Officer And City Treasurer	521,495	530,908	9,413	545,723	14,815
Financial Services	2,655,964	2,740,180	84,216	2,758,762	18,582
Financial Planning & Development Finance	3,037,273	3,060,816	23,543	3,143,353	82,537
Purchasing Services	2,095,081	2,171,599	76,518	2,023,682	-147,917
Total Finance	8,309,813	8,503,503	193,690	8,471,520	-31,983
Office Of Deputy City Manager Legal & Human Resources	218,600	326,023	107,423	340,228	14,205
Office Of The City Solicitor	2,325,072	2,271,555	-53,517	2,405,980	134,425
Office Of The Chief Human Resources Officer	4,111,613	4,456,764	345,151	4,536,386	79,622
Total Legal	6,655,285	7,054,342	399,057	7,282,594	228,252
Office Of Deputy City Manager Community Services	537,168	587,987	50,819	602,299	14,312
Community Grants & Advisory Committees	80,854	70,333	-10,521	70,910	577
Access Vaughan	1,206,344	1,254,595	48,251	1,280,368	25,773
Recreation Services	695,346	425,623	-269,723	920,551	494,928
Community Development & Events	1,001,758	1,009,938	8,180	1,048,290	38,352
Facility Maintenance Services	21,088,608	21,621,529	532,921	22,201,516	579,987
Fire And Rescue Services	44,676,741	47,357,713	2,680,972	49,631,560	2,273,847
Emergency Planning	206,152	209,492	3,340	212,621	3,129
By-Law & Compliance, Licensing And Permits	3,142,979	3,363,273	220,294	3,440,646	77,373
Total Community Services Portfolio	72,635,950	75,900,483	3,264,533	79,408,761	3,508,278
Office Of Deputy City Manager Planning & Growth Mgmt	417,709	565,315	147,606	587,089	21,774
Development Planning	-1,186,316	-1,256,730	-70,414	-1,314,273	-57,543
Development Eng & Infrastructure Planning	-1,293,283	-1,507,616	-214,333	-1,520,178	-12,562
Economic Development & Culture Services	1,986,620	2,132,903	146,283	2,137,411	4,508
Policy Planning & Environmental Sustainability	1,716,937	1,797,608	80,671	1,801,473	3,865
Parks Development	813,821	734,120	-79,701	792,532	58,412
Building Standards	-3,875,673	-4,763,165	-887,492	-5,121,748	-358,583
Total Planning & Growth Mgmt Portfolio	-1,420,185	-2,297,565	-877,380	-2,637,694	-340,129
Office Of Deputy City Manager Public Works	451,674	474,137	22,463	485,219	11,082
Corporate Asset Management	416,625	442,305	25,680	463,328	21,023
Fleet Management	2,667,233	2,785,044	117,811	2,825,315	40,271
Infrastructure Delivery	2,971,319	3,044,445	73,126	3,118,808	74,363
Environmental Services	9,265,930	9,740,323	474,393	10,328,542	588,219
Transportation Serv, Parks & Forestry	35,685,782	36,280,864	595,082	37,274,952	994,088
Total Public Works Portfolio	51,458,563	52,767,118	1,308,555	54,496,164	1,729,046
Vaughan Public Libraries	17,029,133	17,333,442	304,309	17,580,884	247,442
Total Departmental	181,048,880	187,437,581	6,388,701	193,930,674	6,493,093

	2016	2017	Inc/(Dec)	2018	Inc/(Dec)
Reserves	-2,423,705	2,073,469	4,497,174	7,396,875	5,323,406
Revenues	-24,447,711	-25,819,949	-1,372,238	-31,822,202	-6,002,253
Expenditures	4,469,772	4,854,883	385,111	4,381,647	-473,236
Long Term Debt	13,144,068	10,050,751	-3,093,317	11,787,579	1,736,828
Contingency	1,997,058	1,472,100	-524,958	1,858,355	386,255
Capital from Taxation	6,780,349	7,370,501	590,152	7,035,282	-335,219
Total Corporate	-480,169	1,755	481,924	637,536	635,781
Net Departmental and Corporate Expenditures	180,568,711	187,439,336	6,870,625	194,568,210	7,128,874
Taxation					
Supplemental	-3,200,000	-3,200,000	0	-3,200,000	0
Payment In Lieu / Other	-2,580,000	-2,580,000	0	-2,580,000	0
Tax Levy	-174,788,711	-174,788,711	0	-174,788,711	0
Assessment Growth	0	-1,573,098	-1,573,098	-3,208,032	-1,634,934
Total Taxation	-180,568,711	-182,141,809	-1,573,098	-183,776,743	-1,634,934
Tax Levy Requirement	0	5,297,527	5,297,527	10,791,467	5,493,940
Incremental Tax Levy Requirement		5,297,527		5,493,940	

CITY OF VAUGHAN

2017 BUDGET AND 2018 PLAN

REVENUE BY MAJOR SOURCE

	2016 BUDGET	PROPOSED 2017 BUDGET	INC. / (DEC.) \$	%	2018 FORECAST	INC. / (DEC.) \$	%
TAXATION							
Supplemental	3,200,000	3,200,000	0	0.0%	3,200,000	0	0.0%
GRANT							
Library Grant	145,200	145,200	0	0.0%	145,200	0	0.0%
PAYMENT IN LIEU / OTHER							
Payment In Lieu / Other	2,580,000	2,580,000	0	0.0%	2,580,000	0	0.0%
RESERVES							
Engineering Reserve	6,287,000	7,243,440	956,440	15.2%	7,519,372	275,932	3.8%
Election	148,270	148,270	0	0.0%	1,200,000	1,051,730	709.3%
CIL Recreation Land Reserve	917,000	924,000	7,000	0.8%	958,000	34,000	3.7%
Administrative Recovery from Capital	1,500,000	1,500,000	0	0.0%	1,500,000	0	0.0%
Building Standards Service Continuity Reserve	2,270,029	3,095,721	825,692	36.4%	3,097,356	1,635	0.1%
Insurance Reserve	0	0	0	0.0%	0	0	0.0%
Tax Rate Stabilization Reserve	0	0	0	0.0%	0	0	0.0%
Working Capital Reserve	3,891,355	2,408,036	(1,483,319)	-38.1%	269,589	(2,138,447)	-88.8%
Debenture Payment Reserve	2,500,000	1,350,000	(1,150,000)	-46.0%	600,000	(750,000)	-55.6%
Employer Benefit Reserve	696,714	18,770	(677,944)	-97.3%	0	(18,770)	-100.0%
Water & Wastewater Recovery	2,003,000	2,431,000	428,000	21.4%	2,540,000	109,000	4.5%
TOTAL RESERVES	20,213,368	19,119,237	(1,094,131)	-5.4%	17,684,317	(1,434,920)	-7.5%
FEES/SERVICE CHARGES/RECOVERIES							
OFFICE OF CHIEF CORPORATE INITIATIVES & INTERGOV. RELATIONS	291,819	318,766	26,947	9.2%	352,244	33,478	10.5%
OFFICE OF TRANSFORMATION & STRATEGY	0	262,374	262,374	0.0%	135,374	(127,000)	-48.4%
OFFICE OF THE CITY CLERK							
City Clerk	261,301	246,186	(15,115)	-5.8%	260,318	14,132	5.7%
Committee Of Adjustment	726,529	766,528	39,999	5.5%	808,400	41,872	5.5%
OFFICE OF CFO/CITY TREASURER							
Tax Certificates And Documents	734,760	829,621	94,861	12.9%	888,781	59,160	7.1%
Cashiering Services	54,635	54,635	0	0.0%	54,635	0	0.0%
Development Finance & Investments	4,000	387,255	383,255	9581.4%	216,897	(170,358)	-44.0%
Purchasing Services	63,200	58,200	(5,000)	-7.9%	58,200	0	0.0%
OFFICE OF CITY SOLICITOR							
Legal Services	73,558	344,109	270,551	367.8%	228,405	(115,704)	-33.6%
OFFICE OF DEPUTY CITY MANAGER COMMUNITY SERVICES							
Community Grants & Advisory Committees	0	0	0	0.0%	0	0	0.0%
Recreation Services	19,444,150	20,328,550	884,400	4.5%	20,589,456	260,906	1.3%
Community Development & Events	560,400	610,400	50,000	8.9%	610,400	0	0.0%
Fire And Rescue Services	1,021,903	907,603	(114,300)	-11.2%	1,003,153	95,550	10.5%
Facility Maintenance Services	303,474	309,590	6,116	2.0%	309,590	0	0.0%
By-Law & Compliance, Licensing and Permits	3,562,485	3,926,471	363,986	10.2%	3,990,790	64,319	1.6%
OFFICE OF DEPUTY CITY MANAGER PLANNING & GROWTH MANAGEMENT							
Development Planning	5,352,558	5,735,016	382,458	7.1%	5,895,922	160,906	2.8%
Development Eng & Infrastructure Planning	568,275	843,252	274,977	48.4%	752,231	(91,021)	-10.8%
Economic Development & Culture Services	6,550	50,936	44,386	677.6%	550	(50,386)	-98.9%
Policy Planning & Environmental Sustainability	447,641	697,818	250,177	55.9%	508,919	(188,899)	-27.1%
Parks Development	137,158	273,500	136,342	99.4%	273,500	0	0.0%
Building Standards - Licenses/Permits	7,989,710	8,941,551	951,841	11.9%	9,372,538	430,987	4.8%
- Plumbing Permits	713,790	749,624	35,834	5.0%	786,532	36,908	4.9%
- Service Charges	766,270	754,941	(11,329)	-1.5%	778,177	23,236	3.1%

CITY OF VAUGHAN
2017 BUDGET AND 2018 PLAN
REVENUE BY MAJOR SOURCE

	2016 BUDGET	PROPOSED 2017 BUDGET	INC. / (DEC.) \$ %		2018 FORECAST	INC. / (DEC.) \$ %	
OFFICE OF DEPUTY CITY MANAGER PUBLIC WORKS							
Infrastructure Delivery	14,040	258,479	244,439	1741.0%	296,072	37,593	14.5%
Environmental Services	1,372,034	1,386,608	14,574	1.1%	1,398,173	11,565	0.8%
Transportation Serv, Parks & Forestry	542,402	556,905	14,503	2.7%	565,939	9,034	1.6%
Cemeteries	104,716	107,535	2,819	2.7%	110,534	2,999	2.8%
VAUGHAN PUBLIC LIBRARIES	397,900	397,900	0	0.0%	397,900	0	0.0%
TOTAL FEES / SERVICE CHARGES	45,515,258	50,104,353	4,589,095	10.1%	50,643,630	539,277	1.1%
TOTAL CORPORATE REVENUES	18,736,735	20,321,755	1,585,020	8.5%	21,350,573	1,028,818	5.1%
TOTAL REVENUE	90,390,561	95,470,545	5,079,984	5.6%	95,603,720	133,175	0.1%
CORPORATE REVENUE DETAIL :							
Fines And Penalties	5,150,000	5,200,000	50,000	1.0%	5,200,000	0	0.0%
Investment Income	2,250,000	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%
Powerstream Dividends	6,135,000	7,420,020	1,285,020	20.9%	7,948,838	528,818	7.1%
Miscellaneous Revenue	170,000	170,000	0	0.0%	170,000	0	0.0%
Sale of Fixed Assets	30,000	30,000	0	0.0%	30,000	0	0.0%
Mayor's Gala/Golf Classic	301,735	301,735	0	0.0%	301,735	0	0.0%
TOTAL CORPORATE REVENUE	18,736,735	20,321,755	1,585,020	8.5%	21,350,573	1,028,818	5.1%

CITY OF VAUGHAN

2017 BUDGET AND 2018 PLAN

Expenditure By Major Category

	2016 BUDGET	PROPOSED 2017 BUDGET	INC. / (DEC.) \$	%	2018 FORECAST	INC. / (DEC.) \$	%
COUNCIL	1,612,151	1,678,920	66,769	4.1%	1,724,073	45,153	2.7%
OFFICE OF THE INTEGRITY COMMISSIONER	221,260	259,323	38,063	17.2%	259,944	621	0.2%
Internal Audit	542,934	567,057	24,123	4.4%	598,230	31,173	5.5%
City Manager	804,155	577,741	(226,414)	-28.2%	588,108	10,367	1.8%
Office of the Chief Corporate Initiatives & Intergov. Relations	655,274	823,098	167,824	25.6%	862,899	39,801	4.8%
Office of Transformation & Strategy	516,618	991,668	475,050	92.0%	877,531	(114,137)	-11.5%
Office of Corporate Communications	1,321,350	1,331,695	10,345	0.8%	1,378,747	47,052	3.5%
Office of the Chief Information Officer	9,643,761	10,917,807	1,274,046	13.2%	11,437,576	519,769	4.8%
Office of the City Clerk	5,323,654	5,488,481	164,827	3.1%	5,671,839	183,358	3.3%
Committee of Adjustment	621,027	639,855	18,828	3.0%	655,024	15,169	2.4%
City Clerk - Insurance	6,397,786	6,494,467	96,681	1.5%	6,830,810	336,343	5.2%
TOTAL CITY CLERK	12,342,467	12,622,803	280,336	2.3%	13,157,673	534,870	4.2%
<i>Office of the Chief Financial Officer and City Treasurer</i>	521,495	530,908	9,413	1.8%	545,723	14,815	2.8%
Financial Services	3,445,359	3,624,436	179,077	5.2%	3,702,178	77,742	2.1%
Financial Planning & Development Finance	3,041,273	3,448,071	406,798	13.4%	3,360,250	(87,821)	-2.5%
Purchasing Services	2,158,281	2,229,799	71,518	3.3%	2,081,882	(147,917)	-6.6%
TOTAL FINANCE	9,166,408	9,833,214	666,806	7.3%	9,690,033	(143,181)	-1.5%
<i>Office of Deputy City Manager Legal & Human Resources</i>	218,600	326,023	107,423	49.1%	340,228	14,205	4.4%
Office of the City Solicitor	2,596,630	2,793,664	197,034	7.6%	2,857,385	63,721	2.3%
Office of the Chief Human Resources Officer	4,111,613	4,456,764	345,151	8.4%	4,536,386	79,622	1.8%
TOTAL LEGAL	6,926,843	7,576,451	649,608	9.4%	7,733,999	157,548	2.1%
<i>Office of Deputy City Manager Community Services</i>	537,168	587,987	50,819	9.5%	602,299	14,312	0.0%
Community Grants & Advisory Committees	80,854	70,333	(10,521)	-13.0%	70,910	577	0.8%
Access Vaughan	1,206,344	1,254,595	48,251	4.0%	1,280,368	25,773	2.1%
Recreation Services	20,139,496	20,754,173	614,677	3.1%	21,510,007	755,834	3.6%
Community Development & Events	1,562,158	1,620,338	58,180	3.7%	1,658,690	38,352	2.4%
Facility Maintenance Services	21,392,082	21,931,119	539,037	2.5%	22,511,106	579,987	2.6%
Fire and Rescue Services	45,698,644	48,265,316	2,566,672	5.6%	50,634,713	2,369,397	4.9%
Emergency Planning	206,152	209,492	3,340	1.6%	212,621	3,129	1.5%
By-Law & Compliance, Licensing and Permits	6,705,464	7,289,744	584,280	8.7%	7,431,436	141,692	1.9%
TOTAL COMMUNITY SERVICES PORTFOLIO	97,528,362	101,983,097	4,454,735	4.6%	105,912,150	3,929,053	3.9%
<i>Office of Deputy City Manager Planning & Growth Mgmt</i>	417,709	565,315	147,606	35.3%	587,089	21,774	3.9%
Development Planning	4,166,242	4,478,286	312,044	7.5%	4,581,649	103,363	2.3%
Development Eng & Infrastructure Planning	5,561,992	6,579,076	1,017,084	18.3%	6,751,425	172,349	2.6%
Economic Development & Culture Services	1,993,170	2,183,839	190,669	9.6%	2,137,961	(45,878)	-2.1%
Policy Planning & Environmental Sustainability	2,164,578	2,495,426	330,848	15.3%	2,310,392	(185,034)	-7.4%
Parks Development	1,669,979	1,753,620	83,641	5.0%	1,801,032	47,412	2.7%
Building Standards	7,864,126	8,778,672	914,546	11.6%	8,912,855	134,183	1.5%
TOTAL PLANNING & GROWTH MGMT PORTFOLIO	23,837,796	26,834,234	2,996,438	12.6%	27,082,403	248,169	0.9%
<i>Commissioner of Strategic & Corporate Services</i>	5,700	0	(5,700)	-100.0%	0	0	0.0%
Innovation & Continuous Improvement	0	0	0	0.0%	0	0	0.0%
TOTAL COMMISSIONER OF STRATEGIC & CORPORATE SERVICES	5,700	0	(5,700)	-100.0%	0	0	0.0%
<i>Office of Deputy City Manager Public Works</i>	451,674	474,137	22,463	5.0%	485,219	11,082	2.3%
Corporate Asset Management	416,625	442,305	25,680	6.2%	463,328	21,023	4.8%
Fleet Management	2,667,233	2,785,044	117,811	4.4%	2,825,315	40,271	1.4%
Infrastructure Delivery	2,985,359	3,302,924	317,565	10.6%	3,414,880	111,956	3.4%
Environmental Services	10,637,964	11,126,931	488,967	4.6%	11,726,715	599,784	5.4%
Transportation Serv, Parks & Forestry	36,332,900	36,945,304	612,404	1.7%	37,951,425	1,006,121	2.7%
TOTAL PUBLIC WORKS PORTFOLIO	53,491,755	55,076,645	1,584,890	3.0%	56,866,882	1,790,237	3.3%
VAUGHAN PUBLIC LIBRARIES	17,572,233	17,876,542	304,309	1.7%	18,123,984	247,442	1.4%
TOTAL DEPARTMENTAL EXPENDITURES	236,189,067	248,950,295	12,761,228	5.4%	256,294,232	7,343,937	2.9%

CITY OF VAUGHAN 2017 BUDGET AND 2018 PLAN

Expenditure By Major Category

	2016 BUDGET	PROPOSED 2017 BUDGET	INC. / (DEC.) \$ %		2018 FORECAST	INC. / (DEC.) \$ %	
RESERVE CONTRIBUTION & CORP. EXPENDITURES	7,068,730	9,286,234	2,217,504	31.4%	7,416,482	(1,869,752)	-20.1%
LONG TERM DEBT	13,144,068	10,050,751	(3,093,317)	-23.5%	11,787,579	1,736,828	17.3%
CONTINGENCY	1,997,058	1,472,100	(524,958)	-26.3%	1,858,355	386,255	26.2%
CAPITAL FROM TAXATION	6,780,349	7,370,501	590,152	8.7%	7,035,282	(335,219)	-4.5%
TOTAL EXPENDITURES	265,179,272	277,129,881	11,950,609	4.5%	284,391,930	7,262,049	2.6%
RESERVE CONTRIBUTION & CORP. EXP. DETAIL:							
RESERVE CONTRIBUTIONS:							
Bldg & Facil. Infrast. Res.	2,753,662	3,427,067	673,405	24.5%	4,520,389	1,093,322	31.9%
Roads Infrastructure Res.	433,002	446,206	13,204	3.0%	459,672	13,466	3.0%
Parks Infrastructure Res.	824,430	1,106,163	281,733	34.2%	1,883,610	777,447	70.3%
Bldg Stds. Service Continuity Res.	0	0	0	0.0%	0	0	0.0%
Election Reserve Contribution	450,000	450,000	0	0.0%	450,000	0	0.0%
Additional Vehicle Contribution	387,478	499,924	112,446	29.0%	598,370	98,446	19.7%
Fire & Rescue Contribution	1,339,796	1,537,425	197,629	14.8%	2,008,023	470,598	30.6%
Heritage Contribution	218,651	225,276	6,625	3.0%	232,075	6,799	3.0%
Streetscapes Contribution	475,651	475,651	0	0.0%	589,995	114,344	24.0%
City Playhouse Contribution	15,000	15,000	0	0.0%	15,000	0	0.0%
ITM Reserve Contribution	1,119,694	1,235,570	115,876	10.3%	1,359,330	123,760	10.0%
Tax Rate Stabilization	0	182,401	182,401	0.0%	0	(182,401)	-100.0%
Artificial Turf Contribution	150,000	180,592	30,592	20.4%	190,000	9,408	5.2%
TOTAL RESERVE CONTRIBUTIONS	8,167,364	9,781,275	1,613,911	19.8%	12,306,464	2,525,189	25.8%
CORPORATE EXPENDITURES:							
Mayor's Gala/Golf Classic	301,735	301,735	0	0.0%	301,735	0	0.0%
Bank Charges	85,000	100,000	15,000	17.6%	101,800	1,800	1.8%
Professional Fees	184,000	221,860	37,860	20.6%	185,405	(36,455)	-16.4%
OMB Hearings, Professional Fees & Resources	1,186,094	1,677,875	491,781	41.5%	1,215,738	(462,137)	-27.5%
VMC Development & Implementation	0	18,025	18,025	0.0%	25,073	7,048	39.1%
Joint Services (Payroll/Cashiering)	502,245	517,323	15,078	3.0%	532,831	15,508	3.0%
Sundry	0	0	0	0.0%	0	0	0.0%
City Hall Funding	0	0	0	0.0%	0	0	0.0%
Tax Adjustments	2,275,000	2,300,000	25,000	1.1%	2,300,000	0	0.0%
Corporate Insurance	0	0	0	0.0%	0	0	0.0%
Amo Membership	18,900	19,800	900	4.8%	20,800	1,000	5.1%
Conferences	50,000	0	(50,000)	-100.0%	0	0	0.0%
Election	148,270	148,270	0	0.0%	1,200,000	1,051,730	709.3%
Corporate Reorganization	162,833	0	(162,833)	-100.0%	0	0	0.0%
Provision for Future ARR's	0	0	0	0.0%	(4,840,000)	(4,840,000)	0.0%
Anticipated Labour Savings	(6,012,711)	(5,799,929)	212,782	-3.5%	(5,933,364)	(133,435)	2.3%
TOTAL CORPORATE EXPENDITURES	(1,098,634)	(495,041)	603,593	-54.9%	(4,889,982)	(4,394,941)	887.8%
TOTAL RESERVE CONTRIBUTIONS & CORP. EXP.	7,068,730	9,286,234	2,217,504	31.4%	7,416,482	(1,869,752)	-20.1%