

**CITY OF VAUGHAN**

**EXTRACT FROM COUNCIL MEETING MINUTES OF DECEMBER 13, 2016**

Item 1, Report No. 13, of the Finance, Administration and Audit Committee, which was adopted without amendment by the Council of the City of Vaughan on December 13, 2016.

**1**

**DRAFT 2017 BUDGET AND 2018 PLAN**  
**(Referred)**

Further consideration of the Draft 2017 Budget and 2018 Plan was deferred to the November 28, 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).

November 7, 2016

C 1  
COMMUNICATION  
FAA - NOVEMBER 14 / 2016  
ITEM - 1

To: City of Vaughan

I would like to make the following submissions at the committee meeting of November 14, 2016:

My name is Bruna Mannella and I live at 20 Lavinio Court, Maple, Ontario. My home is situated on the north side of Rutherford Road between Keele Street and Greenock Road. My home faces Rutherford Road and is approximately 200 feet away from the regional road of Rutherford.

Me and the majority of my neighbours have lived here for over 20 years. We wish at this time to request that appropriate fencing be erected between Rutherford Rd. and Castlehill Road to serve as a buffer/barrier for the following reasons:

1. There have been numerous car accidents in this area where the vehicles climb the sidewalk and stop at the foot of the treed hill that currently separates Rutherford Road and Castlehill Road.
2. Noise from continually increasing heavy traffic on Rutherford Road making it impossible to leave windows open during the day or evening.
3. Pollution;
4. There are wide gaps between the current tree plantings making it easier for debris to accumulate and for animals and people to pass through.
5. That section of Castlehill Road has always looked very messy and incomplete, and embarrassing when visitors come into the area.

We would like to ask council to set aside funds in the budget to add a fence to the area that currently separates Castlehill Road and Rutherford Road. We have heard that there are plans to widen Rutherford Road in this area, so we feel that this might be the opportune time for the City of Vaughan to approve this request.

The residents of this neighbourhood believe that a fence will complete the area, just like fences in other areas of Maple, etc., complete and enhance those areas. Plus a fence will act as a safety separation from the regional road of Rutherford.

I am attaching pictures of the area and a petition with signatures of residents in this neighbourhood. I am also attaching pictures of some other similar areas of Maple, etc. where fences have been erected for those residents.

Thank You for your consideration to our request.

Bruna Mannella









































**C1**  
**COMMUNICATION (Petition)**  
**FINANCE, ADMINISTRATION AND AUDIT COMMITTEE**  
**NOVEMBER 14, 2016**  
**Item # 1**

**RE: DRAFT 2017 BUDGET AND 2018 PLAN**  
**(Referred)**

The City Clerk's Office has received a petition from area residents regarding the above noted application with the summary wording below.

The total number of signatures on the petition are: 28.

Wording:

*"We the residents of the Castlehill Street subdivision request appropriate fencing to be erected to serve as a buffer for traffic noise, pollution, debris and to protect our community from cars that are involved in car accidents and as a result go off the road and sometimes cross the sidewalk and stop at the trees that are currently separating Rutherford Road and Castlehill Road."*

A copy of the entire petition document containing a total of 5 page is on file in the office of the City Clerk.



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**From:** B. Conte <bi.con.sales@gmail.com>  
**Sent:** November-11-16 11:05 AM  
**To:** Clerks@vaughan.ca  
**Cc:** Bruna Mannella  
**Subject:** Submission of Documentation for Finance Meeting scheduled for November 14, 2016 1 of 2 Emails  
**Attachments:** Fence Submissions Nov2016.pdf; Fence Petition List.pdf; Castlehill and Rutherford 1.jpg; Castlehill and Rutherford 4.jpg; Agostino Cres ( Rutherford Confederation Pkwy ) 1.jpg; Bellagio Cres ( Rutherford Confederation Pkwy ) 2.jpg

Good Morning,

Please see attached submission on behalf of Bruna Mannella and other neighbours of Castlehill Rd. and Rutherford Rd. area in Maple.

Included in this email is the letter to council, signed petition forms from neighbours, pictures of Castlehill Rd. and Rutherford Rd. area, and pictures of other similar areas which already have fences.

Please confirm receipt.

Thank You.

***B. CONTE***  
***12 Lavinio Ct.,***  
***Maple, Ontario***  
***(416) 891-9755***



c 2  
**COMMUNICATION**  
 FAA - NOVEMBER 14 / 2016  
 ITEM - 1

**DATE:** November 8, 2016

**TO:** MAYOR AND MEMBERS OF COUNCIL

**FROM:** LAURA MIRABELLA-SIDDALL, CHIEF FINANCIAL OFFICER AND CITY TREASURER  
 LLOYD NORONHA, DIRECTOR OF FINANCIAL PLANNING AND DEVELOPMENT  
 FINANCE AND DEPUTY CITY TREASURER

**RE:** FINANCE, ADMINISTRATION AND AUDIT COMMITTEE – November 14, 2016  
 DRAFT 2017 BUDGET AND 2018 PLAN

### Recommendation

The Chief Financial Officer and City Treasurer and the Director of Financial Planning and Development Finance and Deputy City Treasurer recommend:

1. That the table in this communication replace the table on page 8 of the budget book (attachment 1).

### Purpose

This communication is to advise of an administrative correction to Table 2: Capital Plan with open Projects by Type (\$M) in the Executive Summary, page 8.

### Background

Two information technology projects were incorrectly categorized as Vehicles & Equipment instead of Technology. As a result of correcting this categorization, there is a change in the total projects in each category:

	Original Total	Revised Total	Change
Technology	7.68	10.28	2.60
Vehicles & Equipment	9.72	6.67	-2.60

This re-categorization does not change the percentage of the budget for each category. Both remain at 2% of the Capital Plan.

The table below replaces the table in the budget book:

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	3.23	2.79	10.28
Vehicles & Equipment	2.79	1.42	2.46	6.67




Project Type	Open	2017	2018	Total
Tree Canopy	0.01	2.54	2.54	5.10
<b>Total Capital Plan with Open Projects</b>	158.26	114.05	145.60	417.91


The detailed list of capital projects that are categorized as Technology is included in Attachment 1.

**Attachments**

1. Capital Projects Categorized as Technology

Respectfully submitted,

  
 Laura Mirabella-Siddall, CPA, CA  
 Chief Financial Officer and City Treasurer

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



## Capital Projects Categorized as Technology

Attachment 1

Project #	Project Title	Total
BS-1003-11	Building Depart Computer System	0.64
<b>Building Standards Total</b>		<b>0.64</b>
BY-9538-16	By-Law & Compliance Group Tech	0.00
BY-9542-17	By-Law & Compliance Online Payment Module	0.02
<b>By-Law &amp; Compliance, Licensing &amp; Permit Services Total</b>		<b>0.02</b>
CL-2517-12	Claims Management System	0.01
CL-2531-17	SAMS System Enhancement	0.10
<b>City Clerk Total</b>		<b>0.12</b>
AM-2528-17	GIS Upgrade and Improvements	0.31
AM-2529-17	Master Data Management for Assets	0.31
AM-2530-17	Laptops for Work Order Management improvements in Fleet Services	0.02
EN-1958-13	Corporate Asset Management	2.51
EN-1997-13	Implementation of Corporate Asset Management	0.15
<b>Corporate Asset Management Total</b>		<b>3.30</b>
EP-0080-15	EOC Common Operating Dashboard	0.00
<b>Emergency Planning Total</b>		<b>0.00</b>
BU-0002-11	Questica Budget Software license	0.01
BU-0006-13	Citywide CPA Module	0.01
<b>Financial Planning &amp; Development Finance Total</b>		<b>0.02</b>
FI-0073-18	New Property Tax System	0.36
<b>Financial Services Total</b>		<b>0.36</b>
HR-9536-14	Learning Management System	0.03
HR-9537-13	HR Integration Project	0.03
HR-9539-16	E-Performance Application	0.01
<b>Human Resources Total</b>		<b>0.06</b>
IT-2502-14	Electronic Document Management System	0.00
IT-3009-09	eMail Journaling and Archiving	0.04
IT-3011-16	Central Computing Infrastructure	0.26
IT-3012-16	Enterprise Telephone System As	0.54
IT-3013-16	Personal Computer (PC) Assets Renewal	0.00
IT-3016-13	Personal Computer (PC) Assets Renewal	1.03
IT-3019-13	Central Computing Infrastructure Renewal	1.56
IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	0.31
IT-9542-16	City Hall A.V. Equipment	0.00
IT-9546-17	AV Infrastructure Renewal	0.78
<b>Information Technology Management Total</b>		<b>4.52</b>
HR-9543-17	AODA Website Documents Compliance	0.10
<b>Office of the Chief Human Resources Officer Total</b>		<b>0.10</b>
RE-9533-16	CLASS System Upgrade	0.16
RE-9536-17	CLASS System Upgrade - Peripheral Equipment	0.08
<b>Recreation Services Total</b>		<b>0.23</b>
FI-0087-17	Service Vaughan - Point of Sale	0.52
<b>Service Excellence Strategic Initiatives Total</b>		<b>0.52</b>
PO-6753-14	CTS Mobile Handheld Program	0.03
<b>Transportation Services Parks &amp; Forestry Operations Total</b>		<b>0.03</b>
LI-4504-13	Library Technology Upgrade	0.28
LI-4553-17	Library Operating System Replacement	0.08
<b>Vaughan Libraries Total</b>		<b>0.36</b>
		<b>10.28</b>



C 3  
**COMMUNICATION**  
 FAA - NOVEMBER 14/2016  
 ITEM - 1

**DATE:** November 8, 2016

**TO:** MAYOR AND MEMBERS OF COUNCIL

**FROM:** LAURA MIRABELLA-SIDDALL, CHIEF FINANCIAL OFFICER AND CITY TREASURER  
 LLOYD NORONHA, DIRECTOR OF FINANCIAL PLANNING AND DEVELOPMENT  
 FINANCE AND DEPUTY CITY TREASURER

**RE:** FINANCE, ADMINISTRATION AND AUDIT COMMITTEE – November 14, 2016  
 DRAFT 2017 BUDGET AND 2018 PLAN

### Recommendation

The Chief Financial Officer and City Treasurer and the Director of Financial Planning and Development Finance and Deputy City Treasurer recommend:

1. That the table in this communication replace the table on page 18 of the budget book (attachment 1); and
2. That the table in Attachment 1 of the communication replace the table on page 248 of the budget book (attachment 1)

### Purpose

This communication is to advise of an administrative correction to Table 6: Full Time Equivalent (FTE Summary) in Section 4.4.1, page 18 of the budget book.

The table below replaces the table in the budget book:

	2016 Approved	2017 Budget	2018 Plan
<b>FTE Count – Opening</b>		<b>1,745.80</b>	<b>1,786.87</b>
Recommended ARRs:			
Growth		31.69	20.01
New		9.38	
<b>Net Change</b>		<b>41.07</b>	<b>20.01</b>
<b>FTE Count – Closing</b>	<b>1,745.80</b>	<b>1,786.87</b>	<b>1,806.88</b>

This communication also advises of an administrative correction to the summary table in Appendix 10.3 Additional Resource Requests (ARRs). The ARRs for the Office of the City Solicitor currently classified as VMC Project Manager Positions, 080-01-2017A and 080-01-2017B, should be titled VMC Lawyer (080-01-2017A) and VMC Law Clerk (080-01-2017B).

Attachment 1 of this communication provides this updated listing to reflect this naming change.

### Attachments

1. Additional Resource Requests



Respectfully submitted,

A handwritten signature in dark ink, reading "Laura Mirabella-Siddall". The signature is fluid and cursive, with the first name "Laura" being more prominent.

Laura Mirabella-Siddall, CPA, CA  
Chief Financial Officer and City Treasurer

A handwritten signature in dark ink, reading "Lloyd Noronha". The signature is stylized, with a large, looped initial "L" and a long, horizontal stroke extending to the right.

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



# Additional Resource Requests

Attachment 1

Department	Description	Index #	Net FTE	Total Cost	Total Offset	Net \$
<b>Community Services</b>						
By-Law & Compliance, Licensing and Permit Services	Special Enforcement Officers	040-01-2017	2.00	217,064	217,064	0
Community Development & Events	Graphic Artist (Part time)	210-01-2017	0.69	40,631	40,631	0
Fire and Rescue Services	Assistant Deputy Fire Chief	100-01-2017	1.00	181,143	0	181,143
	STN 74 - 4 Captains (2nd Contingent)	100-06-2017	4.00	140,117	0	140,117
	STN 74 - 6 Firefighters (2nd Contingent)	100-05-2017	6.00	136,170	0	136,170
	Plan Review Building Technologist	100-02-2017	1.00	97,561	97,561	0
	<b>Total</b>		<b>14.69</b>	<b>812,686</b>	<b>355,256</b>	<b>457,430</b>
<b>Office of Corporate Initiatives &amp; Intergovernmental Relations</b>						
Office of Corporate Initiatives & Intergovernmental Relations	Intergovernmental Specialist	022-02-2017	1.00	130,172	0	130,172
			<b>1.00</b>	<b>130,172</b>	<b>0</b>	<b>130,172</b>
<b>Office of the Chief Financial Officer/City Treasurer</b>						
Financial Planning & Development Finance	Development Finance Coordinator	078-01-2017	1.00	100,933	100,933	0
	<b>Total</b>		<b>1.00</b>	<b>100,933</b>	<b>100,933</b>	<b>0</b>
<b>Legal &amp; Human Resources</b>						
Office of the Chief Human Resources Officer	Business Analyst HR Talent Management Systems and Licensing Costs	090-04-2017	1.00	128,502	0	128,502
	Human Resources Administrative Coordinator	090-01-2017	1.00	96,931	0	96,931
Office of the City Solicitor	Real Estate Appraiser/Negotiator	080-01-2017	1.00	128,704	115,704	13,000
	VMC Lawyer	080-01-2017A	1.00	203,187	203,187	0
	VMC Law Clerk	080-01-2017B	1.00	102,531	102,531	0
	<b>Total</b>		<b>5.00</b>	<b>659,855</b>	<b>421,422</b>	<b>238,433</b>
<b>Office of the Chief Information Officer</b>						
Information Technology	OCIO Service Contracts - Growth	050-03-2017	0.00	361,767	0	361,767
	OCIO Service Contracts - New	050-04-2017	0.00	581,628	0	581,628
	Mobile Operating Fund - Asset Management	050-08-2017	0.00	53,400	0	53,400
	<b>Total</b>		<b>0.00</b>	<b>996,795</b>	<b>0</b>	<b>996,795</b>
<b>Planning and Growth Management</b>						
Building Standards	Supervisor of Plans Review (2)	110-02-2017	2.00	276,556	276,556	0
	Zoning Plans Examiner	110-01-2017	1.00	105,855	105,855	0
Development Engineering & Infrastructure Planning	Development Engineer - Intensification/Greenfield	130-06-2017	1.00	134,251	134,251	0
	Municipal Inspector Service Connections	130-04-2017	1.00	118,805	118,805	0
	Project Manager - Infrastructure Planning (2 Yr Contract)	130-05-2017	1.00	115,227	115,227	0
	Project Manager - Rapid Transit (2 Yr Contract)	130-02-2017	1.00	131,027	131,027	0
	Project Manager - Regional Express Rail (3 Yr Contract)	130-03-2017	1.00	131,027	131,027	0



# Additional Resource Requests

Attachment 1

Department	Description	Index #	Net FTE	Total Cost	Total Offset	Net \$
	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 Co-ordinator (Part Time, 1 yr contract)	125-02-2017	0.69	49,965	49,965	0
	International Business	125-01-2017	0.00	35,000	0	35,000
Policy Planning & Environmental Sustainability	Project Manager, New Community Areas Block 27 (1 yr contract)	185-01-2017	1.00	164,343	164,343	0
	Sustainability Coordinator - Energy Manager (4 yr contract)	122-01-2017	1.00	113,695	113,695	0
	GIS Manager, Municipal Comprehensive Review (2 yr contract)	185-02-2017	1.00	169,072	169,072	0
	<b>Total</b>		<b>14.38</b>	<b>1,865,836</b>	<b>1,830,836</b>	<b>35,000</b>
<b>Public Works</b>						
Environmental Services	Waste Management Coordinator (1 yr contract)	155-01-2017	1.00	98,739	0	98,739
Infrastructure Delivery	Project Manager	135-02-2017	1.00	103,669	0	103,669
	Project Manager - VMC Edgeley Pond (2 Year Contract)	135-01-2017	1.00	104,069	104,069	0
Transportation Services, Parks & Forestry	Afternoon Supervisor	205-01-2017	1.00	132,277	0	132,277
	<b>Total</b>		<b>4.00</b>	<b>438,754</b>	<b>104,069</b>	<b>334,685</b>
<b>Transformation &amp; Strategy</b>						
Transformation & Strategy	Manager of Community Engagement	024-01-2017	1.00	179,778	0	179,778
	<b>Total</b>		<b>1.00</b>	<b>179,778</b>	<b>0</b>	<b>179,778</b>
<b>2017 Total ARRs</b>			<b>41.07</b>	<b>5,184,809</b>	<b>2,812,516</b>	<b>2,372,293</b>
<b>Community Services</b>						
Facility Maintenance Services	Increase General Maintenance For Vellore Village Library South	160-02-2018	0.00	22,800	22,800	0
	Increase Maintenance to reflect New Stn 7-4	160-01-2018	0.00	38,471	17,740	20,731
Fire and Rescue Services	STN 76 - 10 Firefighters (1st Contingent)	100-09-2018	10.00	390,325	0	390,325
	<b>Total</b>		<b>10.00</b>	<b>451,596</b>	<b>40,540</b>	<b>411,056</b>
<b>Vaughan Public Libraries</b>						
Vaughan Public Libraries	VVSL Library - Operations	220-04-2018	0.00	153,600	24,000	129,600
	VVSL Library - Staffing	220-05-2018	4.00	362,443	0	362,443
	VVSL Library - Staffing	220-06-2018	2.75	161,348	0	161,348
	VVSL Library - Staffing	220-07-2018	3.26	111,794	0	111,794
	<b>Total</b>		<b>10.01</b>	<b>789,185</b>	<b>24,000</b>	<b>765,185</b>
<b>2018 Total ARRs</b>			<b>20.01</b>	<b>1,240,781</b>	<b>64,540</b>	<b>1,176,241</b>



c 4  
**COMMUNICATION**  
 FAA - NOVEMBER 14 / 2016  
 ITEM - 1

**DATE:** November 8, 2016

**TO:** MAYOR AND MEMBERS OF COUNCIL

**FROM:** LAURA MIRABELLA-SIDDALL, CHIEF FINANCIAL OFFICER AND CITY TREASURER  
 LLOYD NORONHA, DIRECTOR OF FINANCIAL PLANNING AND DEVELOPMENT  
 FINANCE AND DEPUTY CITY TREASURER

**RE:** FINANCE, ADMINISTRATION AND AUDIT COMMITTEE – November 14, 2016  
 DRAFT 2017 BUDGET AND 2018 PLAN

### Recommendation

The Chief Financial Officer and City Treasurer and the Director of Financial Planning and Development Finance and Deputy City Treasurer recommend:

1. That this communication be received.

### Purpose

This communication is to provide more information on the capital projects that are classified as Studies in Figure 1: Capital Plan with Open Projects by Type on page 8 of the budget book.

### Background

Figure 1: Capital Plan with Open Projects by Type on page 8 of the budget book illustrates that capital projects categorized as studies comprise 6%, or \$23.01 million, of the total capital plan. These projects can be summarized under the following initiatives:

Municipal Comprehensive Review	\$1.85
Zoning By-law Review	3.33
Transportation, Servicing and Feasibility Studies to support growth	4.32
Streetscapes	3.09
Environmental Studies	1.05
Secondary Plans and Other Growth Planning Studies	3.30
Service Excellence Initiatives	2.87
Other Studies	3.19
<b>Total</b>	<b>\$23.01</b>

The \$23.01 million in Studies includes \$8.59 million for studies that are associated with Council Priority #9: Update the Official Plan and Supporting Documents. These costs are for work that is to be carried out in 2017 and 2018 to undertake the Municipal Comprehensive Review and update the associated studies that support this comprehensive review.

In March 2016, a report to the Finance, Administration and Audit Committee (Report 4, Item 5) provided Council with an update on the \$18 million in actual costs incurred for work completed between 2007 and 2015 related to expenditures associated with the Official Plan related studies, internal labour costs to complete the work and OMB, external legal and consultant costs for defense and appeal work.

The detailed list of capital projects that are categorized as Studies is included in Attachment 1.




**Attachments**

1. Capital Projects Categorized as Studies

Respectfully submitted,

A handwritten signature in dark ink, reading "Laura Mirabella-Siddall". The signature is fluid and cursive, with the first name "Laura" being more prominent.

Laura Mirabella-Siddall, CPA, CA  
Chief Financial Officer and City Treasurer

A handwritten signature in dark ink, reading "Lloyd Noronha". The signature is stylized and cursive, with a large, sweeping initial "L".

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



**Capital Projects Categorized as Studies**

<b>Project #</b>	<b>Project Title</b>	<b>Total</b>
BS-1006-15	Zoning Bylaw Review	3.33
<b>Building Standards Total</b>		<b>3.33</b>
BY-9544-17	Animal Services MNR Feasibility Study	0.16
<b>By-Law &amp; Compliance, Licensing &amp; Permit Services Total</b>		<b>0.16</b>
CL-2525-16	Ward Boundary Review	0.01
CL-2527-17	Corporate Printing Strategy	0.00
<b>City Clerk Total</b>		<b>0.01</b>
CO-0082-15	VMC Development Implementation	0.38
<b>Corporate Initiatives and Intergovernmental Relations Total</b>		<b>0.38</b>
1582-0-06	Engineering Design Criteria St	0.01
DE-7104-15	TMP Education, Promotion, Outreach	0.17
DE-7108-15	School Travel Planning Measure	0.12
DE-7113-18	Municipal Class EA OPA 637 - Highway 400 Interchange Connections	0.25
DE-7139-16	Storm Drainage and Storm Water Management Master Plan Update	0.40
DE-7141-16	Transportation Master Plan Update	0.58
DE-7144-15	Woodbridge Core Area - Function	0.06
DE-7156-15	New Community Areas Transportation	0.36
DE-7158-15	Concord GO Secondary Plan Feasibility	0.10
DE-7168-16	Wastewater Master Plan Update	0.26
DE-7169-16	Concord GO Comprehensive Trans	0.36
DE-7170-17	2018 Engineering DC Background Study Update	0.18
DE-7177-17	Interim Servicing Strategy, Blocks 27, 34, 35 & 41	0.57
DE-7181-17	Implementation of the Transportation Master Plan Update	0.28
DE-7182-17	Implementation of the Regional Express Rail	0.28
DE-7185-17	Concord GO Station Business Case Development	0.12
DT-7101-13	Vaughan TDM Policy	0.15
DT-7102-13	TMP Communications	0.03
DT-7122-13	Engineering Fee Review Study	0.05
<b>Development Engineering and Infrastructure Planning Services Total</b>		<b>4.32</b>
DP-9004-07	Vellore -Master Plan Study	0.11
DP-9028-12	VMC Physical Master Plan Base Model	0.07
DP-9029-12	Woodbridge Heritage District Urban Design	0.05
DP-9524-13	Highway 7 VMC Streetscape	1.27
DP-9525-15	Vaughan Mills Urban Design Streetscape	0.13
DP-9526-17	Yonge Street / Steeles Corridor Urban Design Streetscape & Open Space Masterplan	0.18
DP-9527-13	VMC Black Creek Detailed Design	0.15
DP-9528-14	City-Wide Urban Design Study	0.18
DP-9536-15	Building Pedestrian Level Wind	0.05
DP-9537-14	Islington Avenue Streetscape(KARA&KBIA)	0.03
DP-9542-15	Islington Avenue Streetscape P	0.52
DP-9543-15	Centre Street Design and Construction	0.48
DP-9544-15	Streetscape for Concord West b	0.61
DP-9545-15	Vaughan Healthcare Centre Precinct	0.38
DP-9553-17	Plan Update - Implications of Growth on Heritage Conservation	0.24
DP-9555-17	VMC - Consultation Services	0.21
<b>Development Planning Total</b>		<b>4.65</b>
EB-9545-17	Economic Development & Employment Strategy (EDES) Study	0.14
<b>Economic Develop. &amp; Culture Services Total</b>		<b>0.14</b>
DT-7079-11	Inflow & Infiltration Reduction	0.24



**Capital Projects Categorized as Studies**

<b>Project #</b>	<b>Project Title</b>	<b>Total</b>
EV-2087-16	Pump/Booster Stations – Condition	0.14
EV-2088-16	Force main – Condition Assess	0.04
EV-2103-17	City of Vaughan - Smart Meter Implementation Strategy	0.41
EV-2115-17	Watermain Condition Assessment	0.23
<b>Environmental Services Total</b>		<b>1.05</b>
RI-0056-10	Implementation of Corporate Asset Management System	0.06
<b>Financial Planning &amp; Development Finance Total</b>		<b>0.06</b>
CD-1923-15	Municipal Structure Inspection	0.05
DP-9017-10	Major Mack Streetscape Cons.	0.36
EN-1671-07	Cross Asset Optimization	0.03
EN-1851-14	Traffic Data Collection Inventory	0.33
PW-2054-14	Environmental Assessment-New Yards	0.18
<b>Infrastructure Delivery Total</b>		<b>0.94</b>
PK-6416-18	Memorial Hill - Cultural Landscape Revitalization Study	0.07
PK-6433-16	Active Together Master Plan Up	0.11
PK-6536-16	VMC-Parks Development Plan and	0.22
<b>Parks Development Total</b>		<b>0.40</b>
ES-2521-15	Community Sustainability and E	0.05
PL-9003-07	Vaughan Official Plan Review	0.09
PL-9023-11	Weston Road and Highway 7 Secondary	0.25
PL-9025-11	Natural Heritage Network (NHN)	0.02
PL-9026-11	Vaughan Mills Centre Secondary	0.11
PL-9027-12	Center St W Gateway Secondary Plan	0.17
PL-9533-13	New Community Areas Secondary Plan - Block 41	0.14
PL-9535-13	New Community Areas Secondary Plan - Block 27	0.22
PL-9539-13	CW Secondary Suites Study	0.01
PL-9547-14	Land Use Study-Kipling/HWY7	0.02
PL-9550-16	Municipal Comprehensive (Official Plan) Review	1.85
PL-9551-16	Concord GO Centre Secondary PI	0.70
<b>Policy Planning &amp; Environmental Sustainability Total</b>		<b>3.59</b>
RE-9530-16	Recreation and Culture Service	0.07
RE-9531-16	Recreation and Culture Customer	0.03
RE-9532-16	City Playhouse Theatre Program	0.01
<b>Recreation Services Total</b>		<b>0.11</b>
BU-0011-16	Financial Framework - FMP	0.30
DI-0075-15	Development Charges Background Studies - City-Wide Preliminary and New SACs	0.41
SE-0076-16	Job Description & Evaluation Process	0.07
SE-0077-16	Digital Strategy	0.06
SE-0078-16	Procurement Modernization	0.32
SE-0079-16	Workforce Management System Business Case	0.21
SE-0080-16	Service Excellence Leads Program	0.45
SE-0081-16	Recognition Program for Service Excellence	0.03
SE-0082-16	Leadership Alignment	0.05
SE-0083-16	Service Excellence Communication Plan	0.05
SE-0088-16	Service Vaughan Phase I	0.92
SP-0010-15	Update to Vaughan Vision Strat	0.02
<b>Service Excellence Strategic Initiatives Total</b>		<b>2.87</b>
RP-6764-17	Beautification strategy - Enhanced garden displays	0.25
RP-6753-19	CTS Mobile Handheld Program	0.43



**Capital Projects Categorized as Studies**

<b>Project #</b>	<b>Project Title</b>	<b>Total</b>
<b>Transportation Services Parks &amp; Forestry Operations Total</b>		<b>0.68</b>
CM-2526-16	Service Excellence Strategic Initiatives	0.06
SP-0016-17	Strategy Update	0.21
SP-0017-18	Citizen Engagement Study	0.05
<b>Transformation &amp; Strategy Office Total</b>		<b>0.31</b>
		<b>23.01</b>





## memorandum

C 5  
COMMUNICATION  
FAA - November 14/2016  
ITEM - 1

**DATE:** NOVEMBER 14, 2016

**TO:** HONOURABLE MAYOR AND MEMBERS OF COUNCIL

**FROM:** JOHN MACKENZIE, DEPUTY CITY MANAGER  
PLANNING AND GROWTH MANAGEMENT

**SUBJECT:** COMMUNICATION - CAPITAL BUDGET FOR PLANNING AND GROWTH  
MANAGEMENT PORTFOLIO  
ITEM 1 – DRAFT 2017 BUDGET AND 2018 PLAN  
FINANCE AND ADMINISTRATION COMMITTEE  
NOVEMBER 14, 2016

ITEM #22, REPORT #34 – COMMITTEE OF THE WHOLE FOR  
CONSIDERATION BY COUNCIL – OCTOBER 19, 2016

RESPONSE TO REQUESTED ACTION FROM CITY STAFF TO ENSURE A  
COMPREHENSIVE REVIEW FOR PROMENADE MALL SECONDARY PLAN  
AREA (FILE #: 26.7)

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### Recommendation

The Deputy City Manager, Planning and Growth Management and the Director of Policy Planning & Environmental Sustainability in consultation with the Director of Development Engineering & Infrastructure Planning and the Director of Financial Planning & Development Finance and Deputy City Treasurer, recommend:

1. That a comprehensive Peer Review for development application OP.16.006 ("Torgan") be undertaken on behalf of the City and such Peer Review be fully funded by the applicant;
2. That the City meet with the owner of the Promenade Mall to determine their future plans;
3. That the City initiate a Secondary Plan study, after additional discussion with stakeholders including the owner of the Promenade Mall, once additional details regarding the potential future use or redevelopment of the Promenade Mall are known; and
4. That in reporting back to Committee of the Whole on confirmation of stakeholder interest in proceeding with the Secondary Plan Study, such report include a detailed scope of work and terms of reference.

### Economic Impact

The recommended Peer Review for application OP.16.006 ("Torgan") is expected to take 4 to 6 months and be fully funded by the applicant in the absence of a required Secondary Plan.

The process to carry out the Promenade Mall Secondary Plan is extensive and could take 36 months to complete. This study is not a Council priority project nor has budget been allocated to carry out the study. The City is currently not resourced from a staffing perspective to support and manage the project in a more cost efficient way as it would be a new project in addition to the existing priorities and work plan. Although it is recommended that a Secondary Plan study not be initiated at this time, should Council



direct staff to commence the study without re-prioritizing existing projects, the total cost to complete the Secondary Plan is estimated to be between \$1.1 million to \$1.5 million. This total cost includes the hiring of an external consultant team and the hiring of 3 additional staff resources to support the project for a 3-year period (for the duration of the study).

The 2017 draft budget would require an amendment to add a capital project, funded 90% from General Government Development Charges (\$1,350,000) and 10% from Property Taxation (\$150,000). The General Government Development Charge reserve is already in a negative position and continues to be pressured by the numerous studies being advanced by the City. Should Council decide to approve such a project then staff would need to reprioritize \$150,000 of Property Taxation from the current capital program to accommodate this request within the 3% mandated property tax increase target.

Alternatively, as a means of reducing the economic impact of carrying out the Promenade Secondary Plan study, the City could look to repurpose the existing funds allocated towards the Weston Road and Highway 7 Secondary Plan study in the amount of \$253,000 to partially offset costs as well as reprioritize the existing work plan for the Term of Council Priorities to provide capacity for City staff to accommodate the work needed to complete the project. This option would reduce the net economic impact, however the alternative would also result in other previously approved priorities being delayed. It should be noted that some stakeholders (SmartREIT and others) have requested that the Weston 7 Road / Highway 7 Secondary Plan commence quickly as well.

### **Purpose**

This communication serves to respond to the October 19, 2016, Vaughan Council resolution, which provides as follows:

*Therefore, it be resolved that:*

1. *Staff be directed to initiate the secondary plan process for the Promenade Mall area to satisfy the Vaughan Official Plan 2010 requirements, and to report any additional staffing and funding requirements associated with initiating a Secondary Plan for the Promenade Mall area as part of the 2017 budget process;*
2. *That Staff be directed to request the applicant identified in part 1, to undertake more detailed comprehensive studies that address the concerns from the community related to heights, densities, traffic, access for pedestrians to transit, parks, schools and other community infrastructure issues; and*
3. *That Staff be directed to report back on the cost and process involved of a peer review of the application identified in part 1 so as to ensure a comprehensive review of the proposal identified in part 1 can be completed quickly to inform the City's position;*
4. *That recognition of the need for an expeditious review that staff be requested to examine existing funding sources.*

The full resolution forms Attachment 1 to this communication.

### **Background:**

#### **Development Application OP.16.006 ("Torgan Group")**

An Official Plan Amendment has been submitted for the south-west corner of the Bathurst and Centre Street intersection along the Promenade Ring Road within the Promenade Mall Secondary Plan Area boundary as shown on Schedule 14-A to VOP 2010.

On September 3, 2014, the required Pre-Application Consultation Understanding was executed by the City and Weston Consulting, the landowner's agent, acknowledging that the plans, reports and studies



submitted in support of a site specific official plan amendment application needed to be at a Secondary Plan level of detail and must consider the whole of the Promenade Mall Secondary Plan Area, in accordance with the in-effect Thornhill Town Centre Plan (OPA 671).

On April 1, 2016, the Torgan Group, 1529749 Ontario Inc., submitted Official Plan Amendment (File OP.16.006) to amend the in-effect policies of the Thornhill Town Centre Plan (OPA 210 as amended by OPA 671) respecting building height, density and urban design to facilitate a phased development consisting of 7, 27 storey residential apartment buildings, with commercial uses at grade, together with 2 low-rise commercial buildings all served by outdoor amenity areas, at grade parking, a 3 storey parking structure and 3 levels of underground parking (total parking provided 2397 spaces).

On April 29, 2016 the application was deemed complete and in accordance with the Planning Act, the Notice of Complete Application was mailed by the Office of the City Clerk to those within a 150 m radius of the subject lands. The application was also circulated to City Departments and external public agencies for review and comment. It was considered by the Vaughan Design Review Panel on August 25, 2016. The application is still under review and all comments received are considered as input into the review process.

On November 1, 2016 (see Attachment 2), City staff sent correspondence to the landowner requesting that the plans, studies and reports submitted in support of site-specific Official Plan Amendment application File OP.16.006 be revised pursuant to Vaughan Council's approved resolution, as follows:

- 2) *That Staff be directed to request the applicant identified in Part 1, to undertake more detailed comprehensive studies that address the concerns from the community related to heights, densities, traffic, access for pedestrians to transit, parks, schools and other community infrastructure issues; and...*

***The Peer Review will support the analysis of the application and should proceed.***

Due to the scale and complexity of the application, a thorough and complete review will be required. It is recommended that a third party consulting team be retained to conduct the Peer Review in the context of the City's land use policy framework, to ensure that the City's objectives are being met. It is estimated that a Peer Review of application OP.16.006 would cost in the range of \$90,000 to \$120,000 and be funded by the applicant. A Peer Review could take approximately 6 months to complete from the date of contract award but this timing is dependent on the level of detail and the quality of the supporting technical studies.

It is expected that the Peer Review will include (but not be limited to) the consideration of criteria identified in policies 10.1.1.3 and 10.1.1.4 of VOP 2010, and the concerns of the community as identified in paragraph 2 of the October 19, 2016 Council resolution.

***Staff is recommending further consideration in advance of initiating a Secondary Plan process for the Promenade Mall.***

Although it is being recommended that the Promenade Mall Secondary Plan study not be initiated at this time, should the study be commenced now, it is estimated that the cost of a Promenade Mall Secondary Plan Study would be approximately \$1.5 million. This cost includes consulting services (which would include Planning/Urban Design and Transportation Engineering), salary for additional staff resources, and contingency allowance of 15%, as summarized in Table 2 below. Given the complex planning issues associated with transportation and transit, and based on experience with similar studies, it is recommended that a contingency of 15% be carried to cover unexpected costs which may arise during the project.



Table 2: Estimated costs of Promenade Mall Secondary Plan

	Estimated Amount
<b>Consultant Costs</b> (consultant retainer, transportation, urban design and planning analysis)	\$700,000-\$1,000,000
Staff Project Management Costs	\$300,000
Contingency (approx. 15%)	\$100,000-\$200,000
<b>Total estimated costs</b>	<b>\$1,100,000 - \$1,500,000</b>

Currently there is no funding budgeted for the Promenade Mall Secondary Plan study. In addition, there are no resources in place in key departments including the Policy Planning and Environmental Sustainability, Development Engineering and Infrastructure Planning, and Urban Design to initiate and manage a Secondary Plan study for this area. This is due to vacancies in the Portfolio and other workload pressures including the need to pursue other funded Service Excellence Strategy initiatives. It is noted that subject to budget approval, it would take existing staff approximately six months to initiate the study process, given the current workload, to the point of retaining the Secondary Plan consultant. This would include finalizing a terms of reference, preparation of an RFP and conducting the hiring process.

As a result, staff estimates that proceeding with a Secondary Plan in 2017 would result in the need for additional resources to support the completion of the study. This is estimated to cost approximately \$0.3 million for additional staff support for a Planner / Project Manager, Transportation Engineer, and Urban Designer at 30% of full-time capacity, allocated over the course of a 3-year term to assist with managing, coordinating, and providing technical expertise for reviews. The study would also require approximately \$1 million for an external consulting team.

The above estimate is informed by a review of the projected and actual costs expended in undertaking the Vaughan Mills Centre Secondary Plan (VMCSP) to date, which is not complete due to OMB appeals. It also, however, contemplates the costs associated with an increase in capacity that would be required to address the increased workload while responding to existing priorities. The VMCSP was used as a comparable due to a number of similar characteristics including designation as a "Primary Centre" on Schedule 1 of VOP 2010 the City's Urban Structure Plan, the road and site configuration, a transit hub located at the mall and major intensification proposed on the outparcels of the mall. At the point in time the study was initiated, staff estimated the cost of the Secondary Plan study at \$230,000. However, due to OMB appeals, traffic and transportation issues additional transportation work of \$70,000 was incurred and in addition, demand for staff resources and costs for legal and planning work continue to mount due to an ongoing and dynamic OMB mediation that has yet to conclude.

Staff have not been able to confirm whether the owner of the Promenade Mall is actually considering whether to redevelop the mall or the outparcels that comprise the existing parking areas. As it is not clear that the owner intends to proceed, it is recommended that staff meet with the owner to determine if there are any plans for redevelopment in the near future. This would provide staff with a more realistic and accurate expectation of what might be required to complete the study. If redevelopment is planned, meetings with the owner might also help to scope areas and issues that will need to be examined in both a future City study and the peer review.

## **Conclusion**

Due to the current work load in the affected City departments, it is recommended that an external consultant be retained to undertake a Peer Review of application OP.16.006 based on an estimated budget in the range of \$90,000 to \$120,000, to be paid by the applicant as set out in Recommendation 1) to this communication.

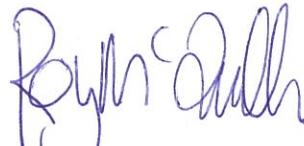


It is also recommended that staff report back with more detail to inform a future Promenade Mall Secondary Plan study after there has been definitive discussions with stakeholders, including the owner of the Promenade Mall, regarding their views on the evolution of the mall area.

Respectfully submitted,



**JOHN MACKENZIE**  
Deputy City Manager,  
Planning and Growth Management



**ROY MCQUILLIN**  
Director of Policy Planning  
& Environmental Sustainability

**Attachments**

1. Council resolution October 19, 2016 for Promenade Mall Secondary Plan and Torgan Peer Review
2. City of Vaughan Letter to Landowner (Torgan) identifying requirements of Official Plan Submission
3. Context and Location Map Promenade Mall Secondary Plan Study Area Boundary

MR/lm

Copy To: Daniel Kostopoulos, City Manager  
Laura Mirabella-Siddall, Chief Financial Officer and City Treasurer  
Jeffrey A. Abrams, City Clerk  
Roy McQuillin, Director of Policy Planning and Environmental Sustainability  
Andrew Pearce, Director of Development Engineering and Infrastructure Planning  
Lloyd Noronha, Director, Financial Planning & Development and Deputy City Treasurer  
Melissa Rossi, Manager of Policy Planning



**EXTRACT FROM COUNCIL MEETING MINUTES OF OCTOBER 19, 2016**

Item 22, Report No. 34, of the Committee of the Whole, which was adopted without amendment by the Council of the City of Vaughan on October 19, 2016.

**22 REQUESTED ACTION FROM CITY STAFF TO ENSURE A COMPREHENSIVE REVIEW**

The Committee of the Whole recommends approval of the recommendation contained in the following resolution submitted by Councillor Shefman, dated October 5, 2016:

**Member's Resolution**

Submitted by Councillor Alan Shefman.

**Whereas**, 1529749 Ontario Inc. has appealed the Vaughan Official Plan – 2010 and has filed a complete application for a large scale redevelopment at the southwest corner of the Bathurst and Centre Street (Promenade Village Shops), proposing seven 27 storey buildings, 6 storey podiums, a 3 storey parking structure and 2 storey retail buildings; and

**Whereas** the Thornhill community has expressed major concerns related to the potential negative impact of this very high density proposal in an area where there is significant existing high density development; and;

**Whereas**, the Promenade Mall is in the process of being sold by its long-term owner, and the potential for redevelopment in some form may increase under new ownership; and

**Whereas**, the lands subject to the application identified in part 1 above and the mall itself form parts of the area described on Schedule 14-A "Areas Subject to Secondary Plans" to the Vaughan Official Plan 2010 as "Promenade Mall", which is shown as a "Required Secondary Plan Area," and

**Whereas**, to responsibly respond to the existing and imminent development proposals for this area, the City's position on proposed redevelopment must be established quickly.

***Therefore, be it resolved:***

1. **That** Staff be directed to initiate the secondary plan process for the Promenade Mall area to satisfy the Vaughan Official Plan 2010 requirements, and to report on any additional staffing and funding requirements associated with initiating the Secondary Plan for the Promenade Mall area as part of the 2017 budget process.
2. **That** Staff be directed to request the applicant identified in part 1, to undertake more detailed comprehensive studies that address the concerns from the community related to heights, densities, traffic, access for pedestrians to transit, parks, schools and other community infrastructure issues; and
3. **That** Staff be directed to report back on the cost and process involved of a peer review of the application identified in part 1 so as to ensure a comprehensive review of the proposal identified in part 1 can be completed quickly to inform the City's position;
4. **That** in recognition of the need for an expeditious review that staff be requested to examining existing funding sources.





Meeting/Date:	COMMITTEE OF THE WHOLE - OCTOBER 5, 2016
Title:	REQUESTED ACTION FROM CITY STAFF TO ENSURE A COMPREHENSIVE REVIEW
Submitted by:	Councillor Alan Shefman

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**Whereas**, to responsibly respond to the existing and imminent development proposals for this area, the City’s position on proposed redevelopment must be established quickly.

***Therefore, be it resolved that:***

**1. That** Staff be directed to initiate the secondary plan process for the Promenade Mall area to satisfy the Vaughan Official Plan 2010 requirements, and to report on any additional staffing and funding requirements associated with initiating the Secondary Plan for the Promenade Mall area as part of the 2017 budget process.

**2. That** Staff be directed to request the applicant identified in part 1, to undertake more detailed comprehensive studies that address the concerns from the community related to heights, densities, traffic, access for pedestrians to transit, parks, schools and other community infrastructure issues; and

**3. That** Staff be directed to report back on the cost and process involved of a peer review of the application identified in part 1 so as to ensure a comprehensive review of the proposal identified in part 1 can be completed quickly to inform the City’s position;

**4. That** in recognition of the need for an expeditious review that staff be requested to examining existing funding sources.

Respectfully submitted,

Councillor Alan Shefman



November 1, 2016

1529749 Ontario Inc.  
4950 Yonge Street, Suite 1010  
Toronto, Ontario, M2N 6K1

C/O

Weston Consulting Group Inc.  
Attn: Ryan Guetter  
201 Millway Avenue, Unit 19  
Vaughan, Ontario, L4K 5K8

RE: Vaughan Council Meeting October 19, 2016, Member's Resolution  
Report #34, Item #22: Requested Action from City Staff to Ensure Comprehensive Review  
Official Plan Amendment File OP.16.006  
7700 Bathurst Street

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This letter serves to inform that on October 19, 2016, Vaughan Council approved the following recommendation(s), in part, contained in a resolution submitted by Ward 5 Councillor Alan Shefman:

"Therefore, be it resolved:

2. That Staff be directed to request the applicant identified in part 1 (1529749 Ontario Inc. was identified), to undertake more detailed comprehensive studies that address the concerns from the community related to heights, densities, traffic, access for pedestrians to transit, parks, schools and other community infrastructure issues; and,..."

On September 3, 2014, the required Pre-Application Consultation Understanding was executed by the City and Weston Consulting, your Agent, acknowledging that the plans, reports and studies submitted in support of a site specific official plan amendment application needed to be at a Secondary Plan level of detail and consider the whole of the Promenade Mall Secondary Plan Area, bound by Centre Street, Clark Avenue West, Bathurst Street and New Westminister Drive, in accordance with the in-effect Thornhill Town Centre Plan (OPA# 671).

On April 1, 2016, your office submitted Official Plan Amendment File OP.16.006 together with plans, reports and studies in support of a site specific amendment for the subject lands only.

As of October 18, 2016, your office is in receipt of comments on the subject application from the following City of Vaughan Departments requesting more detailed comprehensive analysis at a Secondary Plan level:

- Vaughan Parks Development, dated July 11, 2016
- Design Review Panel Minutes dated August 25, 2016
- York Region Community Planning & Development Services dated August 25, 2016
- Vaughan Development Engineering & Infrastructure Planning dated September 27, 2016
- Vaughan Policy Planning & Environmental Sustainability dated September 30, 2016



- Vaughan Urban Design & Cultural Heritage dated October 12, 2016

We request that the plans, studies and reports submitted in support of site-specific Official Plan Amendment File OP.16.006 be revised pursuant to Vaughan Council's approved resolution and City of Vaughan comments issued to date on the subject application.

We look forward to working with you.

Sincerely,



JOHN MACKENZIE  
Deputy City Manager Planning & Growth Management

Enclosures: Member's Resolution by Councillor Alan Shefman, dated October 5, 2016

Copy to:

Claudia Storto, Deputy City Manager, Legal & Human Resources  
Grant Uyeyama, Director of Development Planning  
Roy McQuillin, Director of Policy Planning & Environmental Sustainability  
Andrew Pearce, Director of Development Engineering & Infrastructure Planning  
Jamie Bronsema, Director of Parks Development  
Mauro Peverini, Senior Manager of Development Planning  
Rob Bayley, Manager of Urban Design and Cultural Heritage  
Steven Dixon, Senior Planner OMB  
Mary Caputo, Senior Planner OMB





Meeting/Date:	COMMITTEE OF THE WHOLE - OCTOBER 5, 2016
Title:	REQUESTED ACTION FROM CITY STAFF TO ENSURE A COMPREHENSIVE REVIEW
Submitted by:	Councillor Alan Shefman

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*Whereas*, the Thornhill community has expressed major concerns related to the potential negative impact of this very high density proposal in an area where there is significant existing high density development; and;

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*Whereas*, to responsibly respond to the existing and imminent development proposals for this area, the City's position on proposed redevelopment must be established quickly.

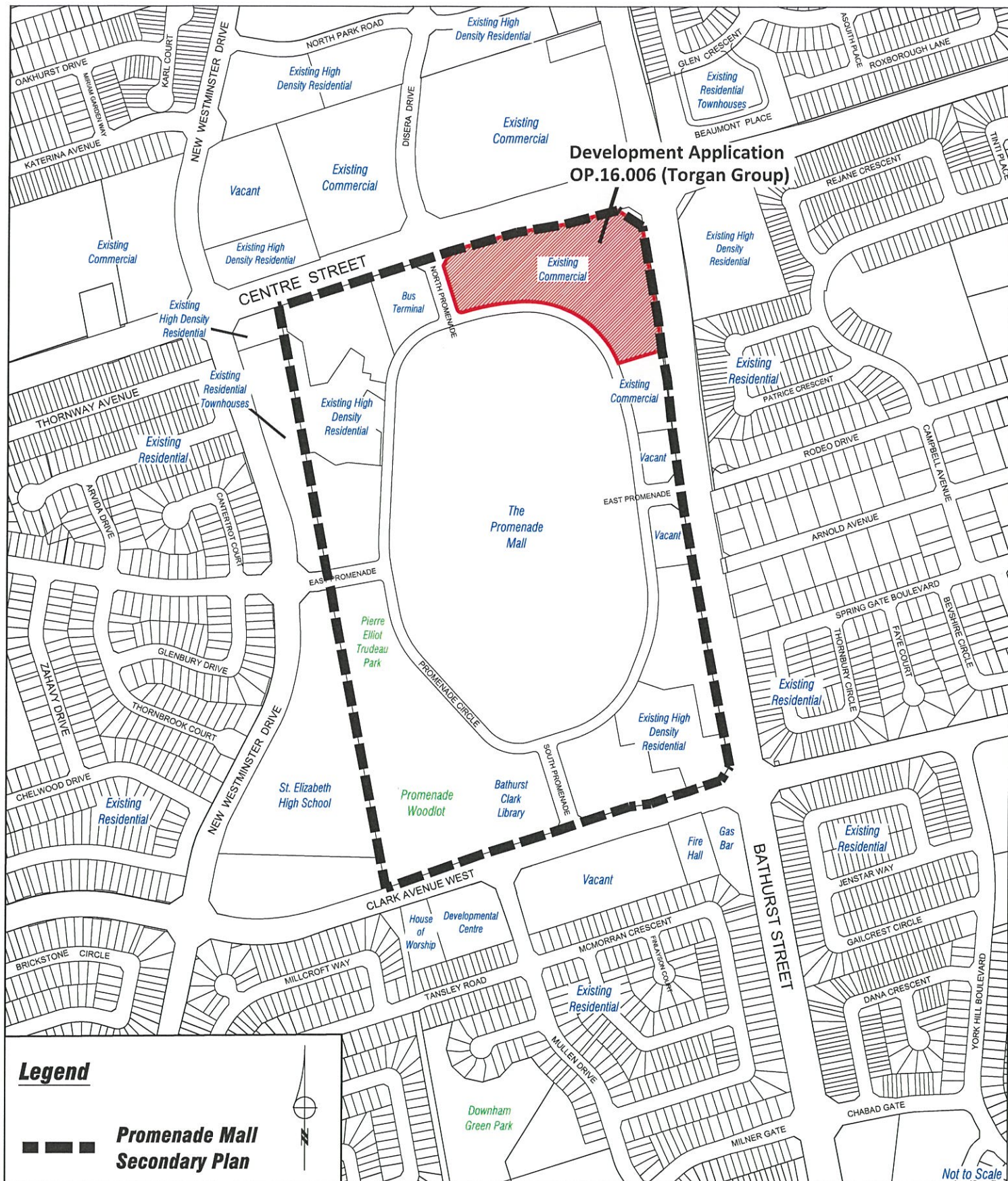
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4. *That* in recognition of the need for an expeditious review that staff be requested to examining existing funding sources.

Respectfully submitted,

Councillor Alan Shefman





## Context Location Map

LOCATION:  
Part of Lots 4 & 5,  
Concession 2



Attachment  
FILE: 26.7  
RELATED FILE: OP.16.006  
DATE:  
November 8, 2016

# 3





## memorandum

**DATE:** November 7, 2016

**TO:** MAYOR AND MEMBERS OF COUNCIL

**FROM:** MARY REALI, DEPUTY CITY MANAGER, COMMUNITY SERVICES  
SUNNY BAINS, DIRECTOR, RECREATION SERVICES  
DAVE MERRIMAN, MANAGER, FACILITY MAINTENANCE SERVICES

**RE:** COMMUNICATION – RENTAL AND LEASE OF CITY SPACES  
FINANCE, ADMINISTRATION AND AUDIT COMMITTEE - November 14, 2016  
DRAFT 2017 BUDGET AND 2018 PLAN

C 6  
**COMMUNICATION**  
FAA - NOVEMBER 14 / 2016  
ITEM - 1

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### Recommendation

The Deputy City Manager, Community Services, the Director of Recreation Services and the Manager of Facility Maintenance Services, in consultation with the Director of Financial Planning and Development Finance and Deputy City Treasurer, recommend:

1. That this communication be received.

### Purpose

To provide a report on the differential, if any, between the amounts the City currently charges for space rented or leased to Community Service Organizations (CSO's) and Older Adult Clubs (OAC's) against the full operating and maintenance costs of such space, as directed by Council.

### Economic Impact

There is no new economic impact being proposed in this report. Currently, as part of the City's commitment to support and promote arts, culture, heritage and sports in the community, it provides facility space to CSO's and OAC's. In 2014, the City rented, leased or provided approximately 50,000 square feet of facility space to these organizations and clubs. The estimated cost to operate this space was \$479,700 in direct and indirect facility maintenance costs, which was partially offset by revenues collected from CSO's (\$67,200).

### Background – Analysis and Options

At the Council meeting of March 24, 2015, Item 1, Report No. 7, Council directed staff to report back to the Budget Task Force, outlining the differential, if any, between the amount the City charges for space rented, leased or provided to CSO's and OAC's against the full recovery value of such space.

The full recovery value of facility space rented/leased to CSO's and OAC's was determined based on the direct and indirect facility maintenance costs incurred. These costs consist mainly of labour, utilities, cleaning services and general maintenance. In order to determine the full recovery value of the individual spaces utilized by CSO's and OAC's within the facility, a cost allocation methodology was applied to allocate the total facility costs to individual spaces based on square footage and type of use (e.g. pool, arena, activity room, office, etc.). Where groups are the only predominate users of the space, and not exclusive users, the full recovery value of the space was pro-rated based on the percentage of time the group utilized versus the total available time for the space.



As stated in the Older Adult Strategy, adopted by Council on June 7, 2016, the City continues to provide a number of benefits and services to the affiliated Clubs including the use of facility space on a free basis. As a result, the City currently does not recover any fees from existing OAC's for use of City space.

However, revenues are received from CSO's for the rental of office space in community centres. These rentals are administered by Recreation Services and groups are charged a flat rate fee in accordance with approved user fees. The review and update of the Recreation Services User Fee Policy, adopted by Council on October 19, 2016, will afford the department the ability to set fees with greater flexibility, including the establishment of rates based on multiple factors, including square footage.

Leases and any associated revenues are managed by Facility Maintenance Services. The department is currently working with Legal Services and Real Estate to complete a comprehensive review of leases and agreements with organizations and groups with the goal to standardize the process and establish guiding principles and consistent terms and conditions.

The attachment outlines the 2014 Rentals and Leases to Community Service Organizations\* and Older Adult Clubs divided by:

- Part A: Short term facility rentals (1 year or less) with CSO's and OAC's at community centres, heritage homes and other City owned facilities.
- Part B: Leases with CSO's at City owned facilities.
- Part C: Facilities leased by the City for OAC's.

\*Community Service Organizations provide recreational and leisure programs and services to Vaughan residents on a volunteer, not-for-profit basis. They are run by a Board of Directors and includes minor sports groups, social services agencies, older adult clubs, etc. CSO groups who have rented space through a Request for Proposals or other formal procurement process have been excluded.

Please note that agreements established after the timeframe identified in this report may not be reflected in the attachment.

Respectfully submitted,



Mary Reali,  
Deputy City Manager, Community Services



Sunny Bains  
Director, Recreation Services



Dave Merriman  
Manager, Facility Maintenance Services



# 2014 RENTALS AND LEASES TO COMMUNITY SERVICE ORGANIZATIONS AND OLDER ADULT CLUBS

## Legend:

**Part A:** Includes short term (<1 year) facility rental agreements with Community Service Organizations (CSO) for City owned facilities. CSO is defined as a City approved Vaughan based, not for profit community organization run by an elected and volunteer board of directors whose prime purpose is to provide recreation, cultural, leisure or community services to the residents of Vaughan. These groups include minor sports, social services agencies, older adult clubs, etc.

**Part B:** Includes leases with organizations (>1 year) for City owned facilities.

**Part C:** Includes facilities leased by the City.

## PART A: 2014 SHORT TERM FACILITY RENTALS FOR COMMUNITY SERVICE ORGANIZATIONS AND OLDER ADULT CLUBS

### COMMUNITY CENTRES

Community Centre	Community Service Organizations with Exclusive Use of Space	Area - Sq. ft. Occupied	Average Cost per sq. ft.	2014 Expenditures	2014 Revenues	Difference	Cost Recovery %
Al Palladini CC - Office #2	Woodbridge Figure Skating	280	\$ 10.2	\$ 2,900	\$ (2,300)	\$ 600	79%
Al Palladini CC - Office #3	City of Vaughan Hockey Assoc.	280	\$ 10.2	\$ 2,900	\$ (2,300)	\$ 600	79%
Dufferin Clark CC - Preschool Room #3	Stepping Out Towards a Better Tomorrow	490	\$ 10.2	\$ 5,000	\$ (2,300)	\$ 2,700	46%
Garnet A. Williams CC - Arena Office	City of Vaughan Hockey Assoc.	350	\$ 10.2	\$ 3,600	\$ (2,300)	\$ 1,300	64%
Maple CC - Arena Office	Vaughan in Motion	346	\$ 10.2	\$ 3,500	\$ (2,300)	\$ 1,200	66%
Maple CC - Office #1	Fuerza Latina Group	331	\$ 10.2	\$ 3,400	\$ (2,300)	\$ 1,100	68%
Maple CC - Offices #2 and 5	Vaughan Basketball Assoc.	1,006	\$ 10.2	\$ 10,300	\$ (4,600)	\$ 5,700	45%
Maple CC - Office #3 and 4	City of Vaughan Baseball Assoc.	1,765	\$ 10.2	\$ 18,000	\$ (4,600)	\$ 13,400	26%
Maple CC - Office #6	Youth Assisting Youth	1,484	\$ 10.2	\$ 15,100	\$ (2,300)	\$ 12,800	15%
<b>Total Community Centres - CSO - City Expenditures/(Revenues)</b>		<b>6,332</b>		<b>\$ 64,700</b>	<b>\$ (25,300)</b>	<b>\$ 39,400</b>	<b>39%</b>

Community Centre	Older Adult Clubs with Exclusive or Predominant Use of Space	Area - Sq. ft. Occupied	Average Cost per sq. ft.	2014 Expenditures	2014 Revenues	Difference	Cost Recovery %
Chancellor CC - Office, Activity Room 5&6	East Woodbridge Seniors Club	1,413	\$ 10.2	\$ 9,000	\$ -	\$ 9,000	0%
Dufferin Clark CC - Activity Room #3	The Giuseppe Garibaldi Seniors Club	1,140	\$ 10.2	\$ 3,000	\$ -	\$ 3,000	0%
Dufferin Clark CC - Office (Previous Admin area)	Thornhill Seniors Club	350	\$ 10.2	\$ 1,000	\$ -	\$ 1,000	0%
Dufferin Clark CC - Preschool Room #1	Thornhill African Caribbean Canadian Seniors Club	350	\$ 10.2	\$ 200	\$ -	\$ 200	0%
Dufferin Clark CC - Mezzanine	First Chinese Senior Association of Vaughan	370	\$ 10.2	\$ 400	\$ -	\$ 400	0%
Dufferin Clark CC - Senior's Room	Filipino Seniors Club	1,152	\$ 10.2	\$ 2,300	\$ -	\$ 2,300	0%
Father Ermanno Bulfon CC - Activity Room #3	West Woodbridge Seniors Club	2,865	\$ 10.2	\$ 19,000	\$ -	\$ 19,000	0%
Father Ermanno Bulfon CC - Office	West Woodbridge Seniors Club	230	\$ 10.2	\$ 2,300	\$ -	\$ 2,300	0%
Garnet A. Williams CC - Activity Room #4	Garnet A. Williams Seniors Club	754	\$ 10.2	\$ 100	\$ -	\$ 100	0%
Garnet A. Williams CC - Activity Room #4	Sephardi Seniors Club	754	\$ 10.2	\$ 500	\$ -	\$ 500	0%
Maple CC - Bocce Lounge	Maple Italo Canadian Club	1,281	\$ 10.2	\$ 6,600	\$ -	\$ 6,600	0%
Maple CC - Bocce Office	Maple Italo Canadian Club	120	\$ 10.2	\$ 1,200	\$ -	\$ 1,200	0%
Vellore Village CC - Activity Rooms 1 & 4	South Asian Seniors Club (also known as Human Endeavour)	1,824	\$ 10.2	\$ 3,400	\$ -	\$ 3,400	0%
Vellore Village CC - Small Office in Activity Room 4	Vellore Village Seniors Club	74	\$ 10.2	\$ 800	\$ -	\$ 800	0%
Vellore Village CC - Activity Area - Activity Rooms 1 & 4	Vellore Village Seniors Club	1,824	\$ 10.2	\$ 3,400	\$ -	\$ 3,400	0%
<b>Total Community Centres - Older Adult Clubs - City Expenditures/(Revenues)</b>		<b>14,501</b>		<b>\$ 53,200</b>	<b>\$ -</b>	<b>\$ 53,200</b>	<b>0%</b>

### HERITAGE HOMES AND OTHER FOR COMMUNITY SERVICE ORGANIZATIONS AND OLDER ADULT CLUBS

Heritage Homes/ Other	Community Service Organizations with Exclusive Use of Space	Area - Sq. ft. Occupied	Average Cost per sq. ft.	2014 Expenditures	2014 Revenues	Difference	Cost Recovery %
Armstrong House - 42 Old Yonge Street	Society for the Preservation of Historic Thornhill	1,792	\$ 8.1	\$ 14,500	\$ (4,200)	\$ 10,300	29%
Baker House	Philippine Heritage Band	2,056	\$ 8.1	\$ 16,700	\$ (3,000)	\$ 13,700	18%
Blue Willow - Offices #1, 2	Elspeth Heyworth Centre	400	\$ 8.1	\$ 3,200	\$ (2,300)	\$ 900	72%
Kline House	Old Boys Club	2,055	\$ 8.1	\$ 16,600	\$ -	\$ 16,600	0%
Merino Library - Office # 2	Maple Lions Club	100	\$ 8.1	\$ 800	\$ -	\$ 800	0%
Merino Library - Library Office	Vaughan CARES	100	\$ 8.1	\$ 800	\$ (2,300)	\$ (1,500)	288%
M. Cranny House - Upstairs Office	Santafest	500	\$ 8.1	\$ 4,100	\$ (1,700)	\$ 2,400	41%
Thornhill Park Tennis Club House	Thornhill Tennis Club	2,066	\$ 8.1	\$ 16,700	\$ (4,500)	\$ 12,200	27%
Wallace House	Wallace House Steering Committee	1,640	\$ 8.1	\$ 13,300	\$ -	\$ 13,300	0%
<b>Total Heritage - CSO - City Expenditures/(Revenues)</b>		<b>10,709</b>		<b>\$ 86,700</b>	<b>\$ (18,000)</b>	<b>\$ 68,700</b>	<b>21%</b>

Heritage Homes/ Other	Older Adult Clubs with Exclusive Use of Space	Area - Sq. ft. Occupied	Average Cost per sq. ft.	2014 Expenditures	2014 Revenues	Difference	Cost Recovery %
Merino Road - Office #1	Maple Pioneer Italian Seniors Club	100	\$ 8.1	\$ 800	\$ -	\$ 800	0%
M. Cranny House - 3 offices	Human Endeavour	1,550	\$ 8.1	\$ 12,600	\$ (1,900)	\$ 10,700	15%
<b>Total Heritage - Older Adult Clubs - City Expenditures/ (Revenues)</b>		<b>1,650</b>		<b>\$ 13,400</b>	<b>\$ (1,900)</b>	<b>\$ 11,500</b>	<b>14%</b>

<b>Total Part A Expenditures/(Revenues)</b>	<b>33,192</b>			<b>\$ 218,000</b>	<b>\$ (45,200)</b>	<b>\$ 172,800</b>	<b>21%</b>
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### PART B: 2014 LEASES FOR CITY OWNED FACILITIES FOR COMMUNITY SERVICE ORGANIZATIONS

Facility	Community Service Organizations with Exclusive Use of Space	Area - Sq. ft. Occupied	Average Cost per sq. ft.	2014 Expenditures	2014 Revenues	Difference	Cost Recovery %
Devlin House - 11151 Keele Street	Vaughan Soccer Club	2,400	\$ 8.0	\$ 19,200	\$ (7,100)	\$ 12,100	37%
Kleinburg Scout House - 10415 Islington Ave	Kleinburg Nobleton Soccer Club	2,345	\$ 8.0	\$ 18,800	\$ (5,300)	\$ 13,500	28%
Piazza House - 31 Woodbridge Ave	Hospice Vaughan	4,000	\$ 8.0	\$ 32,000	\$ (9,600)	\$ 22,400	30%
<b>Total Part B Expenditures/(Revenues)</b>		<b>8,745</b>		<b>\$ 70,000</b>	<b>\$ (22,000)</b>	<b>\$ 48,000</b>	<b>31%</b>

### PART C: 2014 FACILITIES LEASED BY THE CITY FOR OLDER ADULT CLUBS

Facility	Older Adult Clubs with Exclusive Use of Space	Area - Sq. ft. Occupied	Annual Cost per sq. ft.	2014 Expenditures	2014 Revenues	Difference	Cost Recovery %
7575 Keele St, Unit 5	Concord West Seniors Club	1,248	\$ 28.3	\$ 35,300	\$ -	\$ 35,300	0%
7700 Pine Valley, Units 15, 16	Pine York Seniors Club	2,340	\$ 24.7	\$ 57,900	\$ -	\$ 57,900	0%
1 Sonoma Blvd., Bldg B, Units 5,6,7,8	Sonoma Heights Seniors Club	3,747	\$ 25.8	\$ 96,600	\$ -	\$ 96,600	0%
Vaughan Crest Park Trailer	Vaughan Crest Seniors Club	1,386	\$ 1.4	\$ 1,900	\$ -	\$ 1,900	0%
<b>Total Part C Expenditures/(Revenues)</b>		<b>8,721</b>		<b>\$ 191,700</b>	<b>\$ -</b>	<b>\$ 191,700</b>	<b>0%</b>

<b>Total Expenditures/(Revenues)</b>	<b>50,658</b>			<b>\$ 479,700</b>	<b>\$ (67,200)</b>	<b>\$ 412,500</b>	<b>14%</b>
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## Notes:

- Expenditures include the direct and indirect cost of Facility Maintenance Services operating the facility
- Revenues and expenditures are exclusive of taxes
- Exclusive users are sole users of the space. Expenditures for exclusive users are based on the full allocated cost to operate the space.
- Predominant users share the space with the City and/or other users. Expenditures for predominant users are proportionate based on the number of hours the space is occupied by the user per week.
- CSO groups who have rented space through RFP's or other formal procurement processes have been excluded from the presentation above.
- Storage Rooms, changerooms, snack bars, kitchens, etc. are excluded





## memorandum

C 7  
COMMUNICATION  
FAA - NOVEMBER 14/2016  
ITEM - 1

**DATE:** November 14, 2016

**TO:** MAYOR AND MEMBERS OF COUNCIL

**FROM:** MARY REALI, DEPUTY CITY MANAGER, COMMUNITY SERVICES  
SUNNY BAINS, DIRECTOR, RECREATION SERVICES  
DAVE MERRIMAN, MANAGER, FACILITY MAINTENANCE SERVICES

**RE:** COMMUNICATION – UPDATE TO RENTAL AND LEASE OF CITY SPACES  
FINANCE, ADMINISTRATION AND AUDIT COMMITTEE - November 14, 2016  
DRAFT 2017 BUDGET AND 2018 PLAN

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### Recommendation

The Deputy City Manager, Community Services, the Director of Recreation Services and the Manager of Facility Maintenance Services, in consultation with the Director of Financial Planning and Development Finance and Deputy City Treasurer, recommend:

1. That this communication be received and that it replace previously submitted communication C6.

### Purpose

The purpose of the communication is to provide a report on the differential, if any, between the amounts the City currently charges for space rented or leased to Community Service Organizations (CSO's) and Older Adult Clubs (OAC's) against the full operating and maintenance costs of such space, as directed by Council.

The communication is being recirculated for updates made to the Attachment, to include information that was inadvertently missed in the original communication. The revisions have resulted in an update to the total expenditures and revenues reflected in the economic impact section below.

### Economic Impact

There is no new economic impact being proposed in this report. Currently, as part of the City's commitment to support and promote arts, culture, heritage and sports in the community, it provides facility space to CSO's and OAC's. In 2014, the City rented, leased or provided approximately 54,000 square feet of facility space to these organizations and clubs. The estimated cost to operate this space was \$503,100 in direct and indirect facility maintenance costs, which was partially offset by revenues collected from CSO's (\$81,000).

### Background – Analysis and Options

At the Council meeting of March 24, 2015, Item 1, Report No. 7, Council directed staff to report back to the Budget Task Force, outlining the differential, if any, between the amount the City charges for space rented, leased or provided to CSO's and OAC's against the full recovery value of such space.

The full recovery value of facility space rented/leased to CSO's and OAC's was determined based on the direct and indirect facility maintenance costs incurred. These costs consist mainly of labour, utilities, cleaning services and general maintenance. In order to determine the full recovery value of the individual spaces utilized by CSO's and OAC's within the facility, a cost allocation methodology was applied to



allocate the total facility costs to individual spaces based on square footage and type of use (e.g. pool, arena, activity room, office, etc.). Where groups are the only predominate users of the space, and not exclusive users, the full recovery value of the space was pro-rated based on the percentage of time the group utilized versus the total available time for the space.

As stated in the Older Adult Strategy, adopted by Council on June 7, 2016, the City continues to provide a number of benefits and services to the affiliated Clubs including the use of facility space on a free basis. As a result, the City currently does not recover any fees from existing OAC's for use of City space.

However, revenues are received from CSO's for the rental of office space in community centres. These rentals are administered by Recreation Services and groups are charged a flat rate fee in accordance with approved user fees. The review and update of the Recreation Services User Fee Policy, adopted by Council on October 19, 2016, will afford the department the ability to set fees with greater flexibility, including the establishment of rates based on multiple factors, including square footage.

Leases and any associated revenues are managed by Facility Maintenance Services. The department is currently working with Legal Services and Real Estate to complete a comprehensive review of leases and agreements with organizations and groups with the goal to standardize the process and establish guiding principles and consistent terms and conditions.

The attachment outlines the 2014 Rentals and Leases to Community Service Organizations\* and Older Adult Clubs divided by:

- Part A: Short term facility rentals (1 year or less) with CSO's and OAC's at community centres, heritage homes and other City owned facilities.
- Part B: Leases with CSO's at City owned facilities.
- Part C: Facilities leased by the City for OAC's.

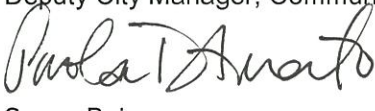
\*Community Service Organizations provide recreational and leisure programs and services to Vaughan residents on a volunteer, not-for-profit basis. They are run by a Board of Directors and includes minor sports groups, social services agencies, older adult clubs, etc. CSO groups who have rented space through a Request for Proposals or other formal procurement process have been excluded.

Please note that agreements established after the timeframe identified in this report may not be reflected in the attachment.

Respectfully submitted,

 per Mary Reali

Mary Reali,  
Deputy City Manager, Community Services

 per Sunny Bains.

Sunny Bains  
Director, Recreation Services



Dave Merriman  
Manager, Facility Maintenance Services



## 2014 RENTALS AND LEASES TO COMMUNITY SERVICE ORGANIZATIONS AND OLDER ADULT CLUBS

### Legend:

**Part A:** Includes short term (<1 year) facility rental agreements with Community Service Organizations (CSO) for City owned facilities. CSO is defined as a City approved Vaughan based, not for profit community organization run by an elected and volunteer board of directors whose prime purpose is to provide recreation, cultural, leisure or community services to the residents of Vaughan. These groups include minor sports, social services agencies, older adult clubs, etc.

**Part B:** Includes leases with organizations (>1 year) for City owned facilities.

**Part C:** Includes facilities leased by the City.

### PART A: 2014 SHORT TERM FACILITY RENTALS FOR COMMUNITY SERVICE ORGANIZATIONS AND OLDER ADULT CLUBS

#### COMMUNITY CENTRES

Community Centre	Community Service Organizations with Exclusive Use of Space	Area - Sq. ft. Occupied	Average Cost per sq. ft.	2014 Expenditures	2014 Revenues	Difference	Cost Recovery %
Al Palladini CC - Office #2	Woodbridge Figure Skating	280	\$ 10.2	\$ 2,900	\$ (2,300)	\$ 600	79%
Al Palladini CC - Office #3	City of Vaughan Hockey Assoc.	280	\$ 10.2	\$ 2,900	\$ (2,300)	\$ 600	79%
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Maple CC - Office #6	Youth Assisting Youth	1,484	\$ 10.2	\$ 15,100	\$ (2,300)	\$ 12,800	15%
<b>Total Community Centres - CSO - City Expenditures/(Revenues)</b>		<b>6,332</b>		<b>\$ 64,700</b>	<b>\$ (25,300)</b>	<b>\$ 39,400</b>	<b>39%</b>

Community Centre	Older Adult Clubs with Exclusive or Predominant Use of Space	Area - Sq. ft. Occupied	Average Cost per sq. ft.	2014 Expenditures	2014 Revenues	Difference	Cost Recovery %
Chancellor CC - Office, Activity Room 5&6	East Woodbridge Seniors Club	1,413	\$ 10.2	\$ 9,000	\$ -	\$ 9,000	0%
Dufferin Clark CC - Activity Room #3	The Giuseppe Garibaldi Seniors Club	1,140	\$ 10.2	\$ 3,000	\$ -	\$ 3,000	0%
Dufferin Clark CC - Office (Previous Admin area)	Thornhill Seniors Club	350	\$ 10.2	\$ 1,000	\$ -	\$ 1,000	0%
Dufferin Clark CC - Preschool Room #1	Thornhill African Caribbean Canadian Seniors Club	350	\$ 10.2	\$ 200	\$ -	\$ 200	0%
Dufferin Clark CC - Mezzanine	First Chinese Senior Association of Vaughan	370	\$ 10.2	\$ 400	\$ -	\$ 400	0%
Dufferin Clark CC - Senior's Room	Filipino Seniors Club	1,152	\$ 10.2	\$ 2,300	\$ -	\$ 2,300	0%
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Father Ermanno Bulfon CC - Office	West Woodbridge Seniors Club	230	\$ 10.2	\$ 2,300	\$ -	\$ 2,300	0%
Garnet A. Williams CC - Activity Room #4	Garnet A. Williams Seniors Club	754	\$ 10.2	\$ 100	\$ -	\$ 100	0%
Garnet A. Williams CC - Activity Room #4	Sephardi Seniors Club	754	\$ 10.2	\$ 500	\$ -	\$ 500	0%
Maple CC - Bocce Lounge	Maple Italo Canadian Club	1,281	\$ 10.2	\$ 6,600	\$ -	\$ 6,600	0%
Maple CC - Bocce Office	Maple Italo Canadian Club	120	\$ 10.2	\$ 1,200	\$ -	\$ 1,200	0%
Vellore Village CC - Activity Rooms 1 & 4	South Asian Seniors Club (also known as Human Endeavour)	1,824	\$ 10.2	\$ 3,400	\$ -	\$ 3,400	0%
Vellore Village CC - Small Office in Activity Room 4	Vellore Village Seniors Club	74	\$ 10.2	\$ 800	\$ -	\$ 800	0%
Vellore Village CC - Activity Area - Activity Rooms 1 & 4	Vellore Village Seniors Club	1,824	\$ 10.2	\$ 3,400	\$ -	\$ 3,400	0%
<b>Total Community Centres - Older Adult Clubs - City Expenditures/(Revenues)</b>		<b>14,501</b>		<b>\$ 53,200</b>	<b>\$ -</b>	<b>\$ 53,200</b>	<b>0%</b>

#### HERITAGE HOMES AND OTHER FOR COMMUNITY SERVICE ORGANIZATIONS AND OLDER ADULT CLUBS

Heritage Homes/ Other	Community Service Organizations with Exclusive Use of Space	Area - Sq. ft. Occupied	Average Cost per sq. ft.	2014 Expenditures	2014 Revenues	Difference	Cost Recovery %
Armstrong House - 42 Old Yonge Street	Society for the Preservation of Historic Thornhill	1,792	\$ 8.1	\$ 14,500	\$ (4,200)	\$ 10,300	29%
Baker House	Phillippine Heritage Band	2,056	\$ 8.1	\$ 16,700	\$ (3,000)	\$ 13,700	18%
Blue Willow - Offices #1, 2	Elspeth Heyworth Centre	400	\$ 8.1	\$ 3,200	\$ (2,300)	\$ 900	72%
Kline House	Old Boys Club	2,055	\$ 8.1	\$ 16,600	\$ -	\$ 16,600	0%
Merino Library - Office # 2	Maple Lions Club	100	\$ 8.1	\$ 800	\$ -	\$ 800	0%
Merino Library - Library Office	Vaughan CARES	100	\$ 8.1	\$ 800	\$ (2,300)	\$ (1,500)	288%
M. Cranny House - Upstairs Office	Santafest	500	\$ 8.1	\$ 4,100	\$ (1,700)	\$ 2,400	41%
Thornhill Park Tennis Club House	Thornhill Tennis Club	2,066	\$ 8.1	\$ 16,700	\$ (4,500)	\$ 12,200	27%
Wallace House	Wallace House Steering Committee	1,640	\$ 8.1	\$ 13,300	\$ -	\$ 13,300	0%
<b>Total Heritage - CSO - City Expenditures/(Revenues)</b>		<b>10,709</b>		<b>\$ 86,700</b>	<b>\$ (18,000)</b>	<b>\$ 68,700</b>	<b>21%</b>

Heritage Homes/ Other	Older Adult Clubs with Exclusive Use of Space	Area - Sq. ft. Occupied	Average Cost per sq. ft.	2014 Expenditures	2014 Revenues	Difference	Cost Recovery %
Merino Road - Office #1	Maple Pioneer Italian Seniors Club	100	\$ 8.1	\$ 800	\$ -	\$ 800	0%
M. Cranny House - 3 offices	Human Endeavour	1,550	\$ 8.1	\$ 12,600	\$ (1,900)	\$ 10,700	15%
<b>Total Heritage - Older Adult Clubs - City Expenditures/ (Revenues)</b>		<b>1,650</b>		<b>\$ 13,400</b>	<b>\$ (1,900)</b>	<b>\$ 11,500</b>	<b>14%</b>

#### Total Part A Expenditures/(Revenues)

	33,192		\$ 218,000	\$ (45,200)	\$ 172,800	21%
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### PART B: 2014 LEASES FOR CITY OWNED FACILITIES FOR COMMUNITY SERVICE ORGANIZATIONS

Facility	Community Service Organizations with Exclusive Use of Space	Area - Sq. ft. Occupied	Average Cost per sq. ft.	2014 Expenditures	2014 Revenues	Difference	Cost Recovery %
Charlton House - 220 Charlton Avenue	Hospice Thornhill	1,728	\$ 8.0	\$ 13,800	\$ (7,800)	\$ 6,000	57%
Devlin House - 11151 Keele Street	Vaughan Soccer Club	2,400	\$ 8.0	\$ 19,200	\$ (7,100)	\$ 12,100	37%
Kleinburg Scout House - 10415 Islington Ave	Kleinburg Nobleton Soccer Club	2,345	\$ 8.0	\$ 18,800	\$ (5,300)	\$ 13,500	28%
Piazza House - 31 Woodbridge Ave	Hospice Vaughan	4,000	\$ 8.0	\$ 32,000	\$ (9,600)	\$ 22,400	30%
MNR - 10401 Dufferin Street	Lazio Group - (Adult Cultural Organization)	1,200	\$ 8.0	\$ 9,600	\$ (6,000)	\$ 3,600	63%
<b>Total Part B Expenditures/(Revenues)</b>		<b>11,673</b>		<b>\$ 93,400</b>	<b>\$ (35,800)</b>	<b>\$ 57,600</b>	<b>38%</b>

### PART C: 2014 FACILITIES LEASED BY THE CITY FOR OLDER ADULT CLUBS

Facility	Older Adult Clubs with Exclusive Use of Space	Area - Sq. ft. Occupied	Annual Cost per sq. ft.	2014 Expenditures	2014 Revenues	Difference	Cost Recovery %
7575 Keele St, Unit 5	Concord West Seniors Club	1,248	\$ 28.3	\$ 35,300	\$ -	\$ 35,300	0%
7700 Pine Valley, Units 15, 16	Pine York Seniors Club	2,340	\$ 24.7	\$ 57,900	\$ -	\$ 57,900	0%
1 Sonoma Blvd., Bldg B, Units 5,6,7,8	Sonoma Heights Seniors Club	3,747	\$ 25.8	\$ 96,600	\$ -	\$ 96,600	0%
Vaughan Crest Park Trailer	Vaughan Crest Seniors Club	1,386	\$ 1.4	\$ 1,900	\$ -	\$ 1,900	0%
<b>Total Part C Expenditures/(Revenues)</b>		<b>8,721</b>		<b>\$ 191,700</b>	<b>\$ -</b>	<b>\$ 191,700</b>	<b>0%</b>

#### Total Expenditures/(Revenues)

	53,586		\$ 503,100	\$ (81,000)	\$ 422,100	16%
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### Notes:

- Expenditures include the direct and indirect cost of Facility Maintenance Services operating the facility
- Revenues and expenditures are exclusive of taxes
- Exclusive users are sole users of the space. Expenditures for exclusive users are based on the full allocated cost to operate the space.
- Predominant users share the space with the City and/or other users. Expenditures for predominant users are proportionate based on the number of hours the space is occupied by the user per week.
- CSO groups who have rented space through RFP's or other formal procurement processes have been excluded from the presentation above.
- Storage Rooms, changerooms, snack bars, kitchens, etc. are excluded



**DRAFT 2017 BUDGET AND 2018 PLAN**

**(Referred)**

The Finance, Administration and Audit Committee, at its meeting of November 7, 2016, recommended (Item 1, Finance, Administration and Audit Committee Report No. 12):

- 1) That the report of the Chief Financial Officer and City Treasurer and the Director of Financial Planning & Development Finance & Deputy City Treasurer dated November 7, 2016, be referred to the November 14, 2016, Finance, Administration and Audit Committee meeting to continue deliberations;
- 2) That the presentation by the Chief Financial Officer and City Treasurer and Communication C1, presentation material titled "*Draft 2017 Budget and 2018 Financial Plan*", dated November 7, 2016, be received; and
- 3) That the following deputations be received:
  1. Mr. Richard Lorello, Treelawn Boulevard, Kleinburg;
  2. Ms. Marlene Brickman, Bialik Hebrew Day School, Ilan Ramon, Vaughan;
  3. Mr. Kevin Hanit, Queensbridge Drive, Concord; and
  4. Mr. Carmine Melfi, Dianawood Ridge, Woodbridge.

Report of the Chief Financial Officer & City Treasurer and the Director of Financial Planning and Development Finance & Deputy City Treasurer, dated November 7, 2016

**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**

<b>\$M</b>	<b>2017 Budget</b>	<b>2018 Plan</b>
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
<b>Net Levy Requirement</b>	<b>180.1</b>	<b>185.6</b>
<b>Incremental Levy Requirement</b>	<b>5.3</b>	<b>5.5</b>
<b>Incremental Tax Rate</b>	<b>3.00%</b>	<b>3.00%</b>

### **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.

**([Attachments](#) to this report were previously distributed with the Agenda for the November 7, 2016, Finance, Administration and Audit Committee meeting)**

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