

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF DECEMBER 10, 2013

Item 5, Report No. 16, of the Finance and Administration Committee, which was adopted without amendment by the Council of the City of Vaughan on December 10, 2013.

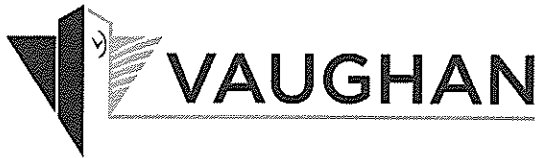


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DRAFT 2014 BUDGET AND 2015-2017 PLAN

(Referred)

This matter was deferred to the December 2, 2013, Finance and Administration Committee meeting to continue deliberations (see OTHER MATTERS CONSIDERED BY THE COMMITTEE, Item 6.3: DRAFT 2014 BUDGET AND 2015-2017 PLAN)



memorandum

TO: HONOURABLE MAYOR AND MEMBERS OF COUNCIL
FROM: MARLON KALLIDEEN, COMMISSIONER OF COMMUNITY SERVICES
DATE: NOVEMBER 22, 2013
SUBJECT: COMMUNICATION – FINANCE & ADMINISTRATION MEETING, NOVEMBER 25, 2013

C	1
COMMUNICATION	
F&A -	Nov. 25/13
ITEM -	5

Re: Deputation from Ms. Yvette Pritchard, Troyer Court, Thornhill
Finance & Administration Committee November 12, 2013

The deputation identified several concerns related to Downham Green Park, most notably storm water management issues with ponding water and litter/debris from high levels of park use on weekends.

Staff is aware of the drainage issue and has requested that Engineering include this park as part of their review of the overall storm water management issues in Thornhill. Development in this area of the City occurred in the late 1970's and early 1980's and the storm water management system may have been designed to allow a certain level of water ponding during peak storm events. Staff will investigate whether or not the system is functioning as designed and will identify solutions to extensive water ponding that is affecting use of the park. This investigation will continue into 2014 with the results referred to the 2015 budget process if required.

In the meantime, Public Works staff will be undertaking a camera inspection of the storm water pipe infrastructure to confirm whether or not any obstructions or blockages are occurring and Parks Operations staff will monitor the litter/debris situation and increase litter pickup in this park as required.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'M. Kallideen', written over a horizontal line.

Marlon Kallideen
Commissioner of Community Services

C 2
COMMUNICATION
F&A - <u>Nov. 25/13</u>
ITEM - <u>5</u>

Date: November 22, 2013

TO: Mayor and Members of Council
Senior Management Team

FROM: John Henry, Acting Commissioner of Finance & City Treasurer
Jackie Lee Macchiusi, Manager of Capital and Reserves

SUBJECT: Finance and Administration Committee November 25th, Item # 5
Draft 2014 Budget and 2015-2017 Plan

RE: Additional Capital Project Information

Recommendation:

1. That this communication be received;

Background

On November 12th, 2013, staff provided the Finance and Administration Committee with the Draft 2014 Budget 2015-2017 Plan. As a result, discussion occurred on specific interest topics for which staff was directed through motions to provide additional information. This communication addresses the request to receive a listing of approved capital projects that have not been initiated, November 12th motion 2 (f).

In addition, on September 23rd 2013 the Second Quarter Variance report was presented to the Finance and Administration Committee. During this meeting an informal information request was made for staff to provide as part of the 2014 budget deliberations a listing of open capital projects with a budget year of 2009 or older. Initially this information was planned to be included with the City's Third Quarter Report, scheduled for December 2nd, 2013, but due to the similarity to the November 12th request it has been included in this communication. As information is provided on 2009 and earlier projects, the listing of inactive projects will focus on the period 2010 to 2013.

Capital Project Context

Many capital projects span multiple years, especially when items are large or of a significant value i.e. community centres, roads, bridges, studies, etc. Based on past practice it is not uncommon for engineering or facility projects to span four years or more. In addition, depending on the situation schedules can be impacted by third party involvement, project complications, or relationships to other projects. On a final note, the City's current practice is to close projects once all expenses are submitted and work is complete, in many cases a project will remain open to accommodate maintenance or warranty periods typically 1 to 2 years in length.

On a quarterly basis, a variance report is provided to Council on the status of capital projects, which includes information regarding the percentage of project completion, estimated completion date, and general status comments. In addition, the City is implementing a high profile capital project reporting process, which will provide greater information on these projects starting in 2014. The next quarterly report will be discussed on the December 2nd 2013 Finance and Administration Committee. Capital project comments provided within this communication are based on that report.

Open Capital Projects: Budget Year 2009 or Older

As of September 30, 2013, there are 133 capital projects with a budget year of 2009 or older, representing 69% or \$413M of the overall capital program. To assist Committee in their review of these projects they have been grouped into the following categories:

- To Be Closed - Projects will be closed in Q4-2013
- Underway - Projects which have activity
- Annual Programs - Funds consolidated under the initial project
- Maintenance/Warranty - Project complete, but open until maintenance/warranty period is over
- Third Party Impact - Performed by an outside agency i.e. TRCA, Region of York, etc. These projects can be delayed due to outstanding invoicing or financing arrangements
- Pre-Construction - In the quote, tender or RFP stage
- Project Dependant - Awaiting completion of another capital project
- On-hold/Pending - Projects under review

The table below summarizes the existing approved capital projects into the categories listed. As illustrated on average 80% of these projects are spent and items with the lowest % spend reside in the project dependant, pre-construction and third party impact categories. In addition, over 60% of these items are maintenance/warranty or third party related. A listing of projects with comments is provided as Attachment 1.

Category	% Budget	Budget	Actual	Variance	% Budget Spent
Complete	1%	5,331,400	5,317,263	14,137	100%
Underway	28%	114,006,067	90,905,332	23,100,736	80%
Annual Program	1%	2,768,570	2,203,658	564,912	80%
Maintenance / Warranty	39%	162,303,595	156,573,049	5,730,544	96%
Third Party Impact	21%	87,571,385	63,854,585	23,716,800	73%
Pre-Construction	4%	18,489,100	878,730	17,610,370	5%
Project Dependant	0%	1,943,750	30,409	1,913,341	2%
Study	0%	803,370	386,098	417,272	48%
Preliminary Work	5%	20,365,784	16,882,563	3,483,222	83%
Grand Total	100%	413,583,021	337,031,687	76,551,334	81%

No Spend activity - 2010-2013 Capital Projects

As of September 30, 2013, there are 196 capital projects with a budget approval year between 2010 and 2013 that have no expense activity. This represents 9% or \$51M of the overall capital program. Overall the majority of these relate to recently approved 2013 capital programs and approximately 25% relate to 2011 capital projects largely related to development transportation activity, in particular the repayment of Block 11 Valley Road Crossings. The remaining 15% relates to 2010 and 2012 projects. A listing of projects with comments is provided as Attachment 2.

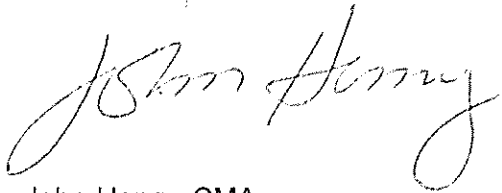
Department	2013		2012		2011		2010		Total # Projects	Total Budget
	# Projects	Total Budget	# Projects	Total Budget	# Projects	Total Budget	# Projects	Total Budget		
Fleet Management	40	2,564,500	1	237,900			1	154,500	42	2,956,900
Buildings & Facilities	24	1,210,055	14	1,132,400	2	183,350			40	2,525,805
Development & Transportation	11	4,471,230	3	313,000	11	14,041,086	5	2,180,550	30	21,005,866
Engineering Services	19	5,602,538	7	2,242,416			1	77,250	27	7,922,204
Parks Development	10	2,535,444	4	440,200	1	81,200			15	3,056,844
Fire & Rescue Services	9	7,249,700	3	397,400					12	7,647,100
Public Works	4	598,050	2	210,000			3	403,000	9	1,211,050
Development Planning	2	2,113,134	3	406,900					5	2,520,034
Policy Planning	3	1,229,820	1	67,400	1	253,000			5	1,550,220
City Clerk	1	30,000	1	51,500					2	81,500
Recreation	1	32,960	1	206,000					2	238,960
Budgeting & Planning	1	78,471							1	78,471
Corporate Communications	1	74,600							1	74,600
Development Finance and Investment			1	30,900					1	30,900
Enforcement Services	1	53,600							1	53,600
Human Resources			1	72,100					1	72,100
Information Technology	1	92,700							1	92,700
Parks Operation	1	96,305							1	96,305
Grand Total	129	28,033,107	42	5,808,116	15	14,558,636	10	2,815,300	196	51,215,159
% of Total # / Budget	66%	55%	21%	11%	8%	28%	5%	5%		

Attachments

Attachment 1 – Open Projects – September 30, 2013 – Budget Year 2009 and Older

Attachment 2 – Open Projects – September 30, 2013 – Budget Year 2010-2013 – No Activity

Respectfully submitted



John Henry, CMA

Acting Commissioner of Finance and City Treasurer

c: Barbara Cribbett, City Manager
Jeffrey Abrams, City Clerk

Commission	Department	Category	# Projects	Total Budget	Total Actual	Total Variance	% Budget Spent
City Manager	Fire & Rescue Services	Underway	2	1,360,039	961,970	398,069	71%
	Fire & Rescue Services	Annual Program	2	483,320	409,717	73,603	85%
Fire & Rescue Services Total			4	1,843,359	1,371,687	471,672	74%
City Manager Total Community Services	Buildings & Facilities	Underway	4	1,843,359	1,371,687	471,672	74%
		Annual Program	10	4,955,503	3,833,420	1,122,084	77%
		Maintenance / Warranty	1	128,750	100,709	28,041	78%
		Third Party Impact	1	140,695,378	140,372,438	322,939	100%
		Pre-Construction	2	29,180,660	26,659,265	2,521,395	91%
		Project Dependant	7	1,586,200	468,512	1,117,688	30%
	Buildings & Facilities Total	On-hold/Pending	2	775,750	10,563	765,187	1%
			2	391,400	350,581	40,819	90%
	Parks Development	Maintenance / Warranty	25	177,713,641	171,795,488	5,918,153	97%
		Third Party Impact	2	1,435,800	821,472	614,328	57%
		Pre-Construction	2	1,730,396	730,735	999,661	42%
		Project Dependant	1	2,028,000	51,388	1,976,612	3%
		To be Closed Q4	2	1,168,000	19,846	1,148,154	2%
		On-hold/Pending	2	2,431,400	2,416,886	14,514	99%
Parks Development Total		1	103,000	0	103,000	0%	
	Parks Operation	10	8,896,596	4,040,327	4,856,269	45%	
	Parks Operation	1	610,674	572,948	37,727	94%	
	Recreation	1	610,674	572,948	37,727	94%	
	Recreation Total	1	1,500,000	841,285	658,715	56%	
		1	1,500,000	841,285	658,715	56%	
Community Services Total Engineering & Public Works	Development & Transportation	Underway	37	188,720,911	177,250,048	11,470,864	94%
		Annual Program	7	2,898,540	1,941,523	957,017	67%
		Third Party Impact	1	50,000	0	50,000	0%
		Pre-Construction	21	34,827,993	20,074,348	14,753,645	58%
		To be Closed Q4	1	628,500	0	628,500	0%
		On-hold/Pending	2	2,900,000	2,900,377	(377)	100%
	Development & Transportation Total		3	17,723,261	15,894,983	1,828,278	90%
			35	59,028,294	40,811,231	18,217,063	69%
	Engineering Services	Underway	2	202,700	158,118	44,582	78%
		Annual Program	2	305,000	166,745	138,255	55%
		Maintenance / Warranty	13	20,172,417	15,379,139	4,793,277	76%
		Third Party Impact	11	21,552,336	16,385,613	5,166,723	76%
		Pre-Construction	2	1,389,000	41,869	1,347,131	3%
		On-hold/Pending	1	155,000	23,237	131,763	15%

Commission	Department	Category	# Projects	Total Budget	Total/Actual	Total Variance	% Budget Spent
	Engineering Services Total		31	43,776,453	32,154,721	11,621,731	73%
	Public Works	Underway	6	2,893,920	2,547,711	346,209	88%
		Third Party Impact	1	280,000	4,624	275,376	2%
		On-hold/Pending	3	911,249	21,948	889,301	2%
	Public Works Total		10	4,085,169	2,574,283	1,510,886	63%
Engineering & Public Works Total							
Finance	Budgeting & Planning	Underway	1	309,000	183,387	125,613	59%
	Budgeting & Planning Total		1	309,000	183,387	125,613	59%
	City Financial Services	On-hold/Pending	1	205,700	0	205,700	0%
	City Financial Services Total		1	205,700	0	205,700	0%
Finance Total			2	514,700	183,387	331,313	36%
Legal & Administrative Services	Real Estate	Underway	2	92,917,412	75,580,193	17,337,219	81%
	Real Estate Total		2	92,917,412	75,580,193	17,337,219	81%
Legal & Administrative Services Total							
			2	92,917,412	75,580,193	17,337,219	81%
Library	Library Services	Underway	1	3,012,800	930,365	2,082,435	31%
		Annual Program	1	560,000	381,885	178,115	68%
		Pre-Construction	1	12,857,400	316,961	12,540,439	2%
	Library Services Total		3	16,430,200	1,629,211	14,800,989	10%
Library Total			3	16,430,200	1,629,211	14,800,989	10%
Planning	Development Planning	Underway	2	288,400	259,798	28,602	90%
		On-hold/Pending	1	111,000	0	111,000	0%
	Development Planning Total		3	399,400	259,798	139,602	65%
	Policy Planning	Underway	3	3,647,123	3,429,754	217,369	94%
Planning Total			3	3,647,123	3,429,754	217,369	94%
Strategic & Corporate Services	Information Technology	Underway	6	4,046,523	3,689,552	356,971	91%
		Annual Program	1	824,000	623,906	200,094	76%
		On-hold/Pending	1	1,241,500	1,144,602	96,898	92%
	Information Technology Total		3	2,220,000	1,787,374	432,626	81%
Strategic & Corporate Services Total			3	2,220,000	1,787,374	432,626	81%
Grand Total			133	413,583,021	337,031,687	76,551,334	81%

Category	Project #	Project Title	Budget Year	% Complete	Estimated Project Close	Q3-13 Comments	Total Budget	Total Actual	Total Variance	% Budget Spent
Complete Anticipated Project Closing - Q4-13	DT-7002-07	Huntington - Hwy 7 to Langstaff	2007	100%	Q4-13	Project complete- Close	1,751,000	1,751,000	0	100%
	DT-7007-07	OPA 332 Sanitary Sewer Outlet	2007	100%	Q4-13	Project complete- Close	1,149,000	1,149,377	(377)	100%
	PK-6232-09	UV2-N17 (Block 12) Twelve Oaks Park	2009	99%	Q4-13	Project complete, Awaiting processing of final invoice for close out.	1,411,300	1,410,809	491	100%
	PK-6231-09	UV2-N16 (Block 11) Carville Mill Park	2009	99%	Q2-14	Project complete. Heritage plaque to be installed spring 2014.	1,020,100	1,006,077	14,023	99%
To be Closed Q4 Total							5,331,400	5,317,263	14,137	100%
Anticipated Project Closing - Q4-13	1892-0-06	Engineering Design Criteria Study	2006	88%	Q4-13	Final completion anticipated Q4-2014.	100,800	88,434	12,366	88%
	1583-0-06	Hwy 400/America Overpass EA	2006	76%	Q4-13	Study completion anticipated Q4-2013.	329,910	250,629	79,281	76%
	1596-0-06	Vaughan Corporate Centre Servicing Study	2008	86%	Q4-13	Study on-going	335,760	289,750	46,010	86%
	1617-0-06	Storm Pond Sediment Removal 119	2008	7%	Q4-13	Work on-going. Project to be completed in Q4-2013	37,000	2,835	34,165	8%
	18-0-01	Maple Valley PIA/Vondale	2001	98%	Q4-13	Land acquisition finalization.	12,917,412	12,238,961	678,451	95%
	7912-2-02	Blue Willow Terrace	2002	80%	Q4-13	Ongoing issue with community group to determine the design of additional works related to the partition of the door. The department is actively working to resolve the issues and complete associated works.	1,000,000	796,404	203,596	80%
	7914-0-01	Baker Sugar Bush Cottage 2001	2001	30%	Q4-13	The project was held up to pursue opportunities with third party partnerships. After discussions, it was determined that the City will be unable to enter into a partnership, and works can commence as originally planned. Tender awarded in May 2013, and project will be closed once works are completed.	349,303	82,884	266,420	24%
	8019-0-03	North Thornhill Community Centre - Design	2003	88%	Q4-13	Department is reviewing project activity to determine if it can be closed.	1,700,000	1,496,208	203,792	88%
	BF-8100-07	Energy Conservation Improvement - Audit	2007	44%	Q4-13	Audit is ongoing, and is expected to be completed Q4-13.	104,800	45,762	59,038	44%
	BF-8141-07	Surveillance Cameras/Various	2007	96%	Q4-13	Project ongoing. 2008, 2009 & 2010 budgets were consolidated in BF-8141-07.	604,500	580,765	23,735	96%
Anticipated Project Closing - Beyond Q4-13	BF-8230-09	Maple Community Centre Renovate Offices and Customer Service Counter	2009	64%	Q4-13	Project is ongoing	103,000	66,328	36,672	64%
	BF-8240-09	Garnet Williams Change Room & Service Counter Improvements	2009	75%	Q4-13	Project is ongoing	123,600	92,561	31,039	75%
	BF-8256-09	Community Centre Customer Service Counter Modification	2009	59%	Q4-13	Project is ongoing	185,400	109,010	76,390	59%
	DP-8012-09	Centre Street Corridor Urban Design	2009	82%	Q4-13	Ongoing completion Q4 - 2013	103,000	85,255	17,745	83%
	DP-8013-09	Steeles Avenue Corridor OPA 62	2009	83%	Q4-13	Ongoing completion Q4 - 2013	185,400	174,543	10,857	94%
	DT-7027-09	Milway Avenue/Apple Mill Road	2009	0%	Q4-13	Study completion anticipated Q4 2013.	367,910	0	367,910	0%
	DT-7028-09	OPA 620 Infrastructure Design	2009	90%	Q4-13	On-going / Subject to OPA 620 Development.	772,500	434,525	337,975	56%
	DT-7032-09	Water & Wastewater Master Plan	2009	90%	Q4-13	Study completion anticipated Q4-2013. Outstanding invoices to be approved.	636,160	573,769	62,391	90%
	DT-7033-09	Storm Drainage & Storm Water M	2009	85%	Q4-13	Study completion anticipated Q4-2013. Outstanding invoices to be approved.	355,500	304,416	51,084	86%
	IT-3010-08	City Web Site	2008	90%	Q4-13	In Final Project Stage	824,000	623,906	200,094	76%
	PW-2007-07	Storm Pond Sediment - Pond 91	2007	7%	Q4-13	Work under way. Project to be completed in Q4-2013	36,000	2,835	33,165	8%
	PW-2009-07	Storm Pond Sediment - Pond 119	2007	0%	Q4-13	Work under way. Project to be completed in Q4-2013	37,000	0	37,000	0%
	PW-2013-07	Street Light Pole Replacements Program	2007	97%	Annual	Work on-going	2,319,050	2,250,183	68,877	97%
	CO-9054-09	Vaughan Hospital Precinct Plan (formerly Vaughan Hospital Land Development)	2009	79%	TBD	Land acquired, remaining budget related to precinct plan development dependent on Provincial timing. A staff report on the planning timing was received November 5 2013.	80,000,000	63,341,232	16,658,768	79%
	RI-0047-07	PSAB Fixed Assets Review	2007	0%	Ongoing	To be used towards automating re-statement of financial statements in relation to fund accounting	309,000	183,387	125,613	59%
	BF-1616-09	Charlton House Renof	2009	60%	Q1-14	Phase 1 (roof) completed, Phase 2 (eoffits) in progress	30,900	16,758	14,142	54%
	PW-2028-09	Sediment Removal from Storm Pond	2009	62%	Q1-14	Project underway	300,000	185,449	114,551	62%
	1611-2-04	Water Filling System	2004	65%	Q1-14	Working with Development Engineering to find a permanent location	164,860	106,409	58,451	65%
	BF-8170-09	Dufferin Clark Community Centre-Parking Lot Asphalt	2009	95%	Q2-14	Phase 1 and 2 completed. Phase 3 design completed. In tender stage	754,000	546,650	207,350	73%
	9025-0-05	Hwy 400 Employment Study	2005	83%	Q4-14	Ongoing - completion Q4 - 2014	182,763	153,041	29,742	84%
	EN-1736-09	Accessibility for Ontarians with Disabilities Act, 2005 Hire Consultant to ensure compliance with Act as it relates to accessibility to the existing infrastructure. (T)	2009	60%	Q4-14	Vendor Engineering reviewing legislation for guidelines. Phase 1 completed in December of 2010. Phase 2 completed in Q2-2013. Phase 3 to be completed in Q4-2013.	103,000	61,770	41,230	60%
	FR-3501-08	Dispatch System	2008	75%	Q4-14	Record management outstanding. Completion depends on ITM availability.	1,257,039	961,970	295,069	77%
	FR-3541-09	Water Supply Strategy	2009	0%	Q4-14	Initiated Working With PW	103,000	0	103,000	0%
	PL-8003-07	Vaughan Official Plan Review	2007	96%	Q1-15	Ongoing - completion Q1 - 2015	3,384,340	3,276,713	107,627	97%
	PL-8015-09	Measuring Environmental Sustainability	2009	0%	Q2-15	On-going - complete implementation Q2 - 15	80,000	0	80,000	0%
	LI-4508-09	Civic Centre Resource Library - Materials	2009	29%	Q4-16	Purchases to continue as projects proceed	3,012,800	930,365	2,082,435	31%

Category	Project #	Project Title	Budget Year	% Complete	Estimated Project Close	Q3-13 Comments	Total Budget	Total Actual	Total Variance	% Budget Spent	
Underway Total Annual Program Anticipated Project Closing - Q4-13	EN-1719-08	Class Environmental Assessment - Bowstring Arch Bridges	2008	97%	Q4-17	Pl. 1 - EA Report 100% complete. Design under EN-1886-12 with Construction anticipated in 2015.	99,700	96,348	3,352	97%	
	RE-9504-08	McEwen Bridge on Kibby Rd at Huntington Rd. (RR)	2008	0%	TBD	Pl. 2 - EA Report finalization to be reviewed in 2014. Furling Task Force to present report to Council Q4-13	1,500,000	841,285	658,715	56%	
		Pierre Berton Discovery Centre					114,809,437	91,291,430	23,518,008	80%	
	FR-3508-07	Breathing Apparatus Replace	2007	75%	Q4-13	Ongoing	354,070	289,710	55,360	84%	
	FR-3509-07	Furniture and Equipment Replacement	2007	70%	Q4-13	Ongoing	129,250	111,007	18,243	86%	
	IT-3012-09	Personal Computer (PC) Assets	2009	90%	Q4-13	2013 Program in progress	1,241,500	1,144,602	96,898	92%	
	DT-7021-09	Pedestrian & Bike Signage Implementation	2009	0%	Q4-14	Grant funding moved to DT-7083-13	50,000	0	50,000	0%	
	LI-4504-09	Library Technology Program	2009	60%	Q4-14	Ongoing and new technology equipment to be purchased in Q4/13	560,000	381,885	178,115	68%	
	BF-8255-09	Fire Station 73 - Additional Quarters	2009	78%	Q2-15	Ongoing; rental of site trailer. Approximately another 21 months remaining.	128,750	100,769	28,041	78%	
	1568-0-05	Street Sign Inventory & Assessment - on going	2005	73%	Q4-15	Project to remain open and is related to EN-1848-11 and EN-1896-12	150,000	108,785	41,215	73%	
Anticipated Project Closing - Beyond Q4-13	EN-1662-07	Pl. 1 - Jane Street Missing Link south of Teston Q10-028 Pl. 2 - Jane St E side Major Mackenzie to Norwood Ave - Site plan Q11-002 Pl. 3 - Pine Valley Drive - Langstaff Rd to Clubhouse Road, east side only. (OC)	2007	37%	Q4-15	Pl. 1 - Construction 100% complete and the maintenance period ended in August, 2012. Pl. 2 - Construction 100% complete and is on maintenance until May, 2013. Pl. 3 - Design 15% complete for construction in 2014. Pl. 4 - Construction 100% complete.	155,000	57,960	97,040	37%	
	EN-1728-08	Pearl Rd Culvert Replacement T11-086 at Exchange Avenue (G)	2008	100%	Q4-13	Project to be closed at the end of the maintenance period. Construction 100% complete and is on maintenance until Dec., 2013.	975,410	872,534	102,876	89%	
	EN-1777-09	Baldwin Avenue Culvert Rehabilitation, COMRIF T09-468 Additional funds for Consultant (G)	2009	100%	Q4-13	Additional works identified by TRCA for Q3-2013. Project held open to complete additional works. Project closure anticipated in Q4-2014. Construction 100% complete and the maintenance period ended in May, 2012. This account is for the Contract Administration by the Consultant and is linked to EN-1650-07.	62,000	40,108	21,892	65%	
	EN-1820-09	Intersection Improvements (ISF) - new right turn lane Pl. 1 Weston Rd & Chancellor Drive T10-324 Pl. 2 Highway # 7 & Edgely Blvd. T11-101 (G)	2009	100%	Q4-13	Project to be closed at the end of the maintenance period and when ISF reporting finalized. Pl. 1 - Construction is 100% complete and is on maintenance until May, 2013. Pl. 2 - Construction 100% complete and is on maintenance until Nov., 2013. Related to EN-1863-11	255,000	254,248	752	100%	
	PK-6094-08	Don River/Barley Smith Open Space Design and Construction	2008	90%	Q1-14	Substantially complete. Storm restoration required.	638,690	553,593	85,007	87%	
	1624-0-06	Langstaff Walemain Crossing T11-301 Just west of Dufferin Street (WR)	2006	100%	Q2-14	Project to be closed at the end of the maintenance period. EN-1624-11 consolidated into this account. Construction 100% complete and is on maintenance until May, 2014.	192,341	166,591	25,750	87%	
	EN-1711-08	Road Widening & Intersection Improvements T11-290 Bathurst St and Atkinson Ave (T)	2008	100%	Q2-14	Project to be closed at the end of the maintenance period. EN-1711-11 consolidated into this account. Region delayed approval. Design 100% complete. Construction 100% complete and is on maintenance until June, 2014.	407,250	219,439	187,811	54%	
	EN-1729-09	2009 Pavement Management Program - Construction Year 3 of the 5 year program established in 2007. Pl. 1 - 2009 Micro Surfing T09-165 Pl. 2 - 2009 Road Resurf/ Rehabilitation - I, T09-236 Pl. 3 - 2009 Road Resurf/ Rehabilitation - II, T09-278 Pl. 4 - 2009 Road Resurf/ Rehabilitation - III, T09-452 Pl. 5 - 2012 Road Resurf/ Rehabilitation - 1, T12-013 (I/OG) Sign Required	2009	100%	Q3-14	Project to be closed at the end of the maintenance period. Pl. 1 - Construction 100% (80%) complete and the maintenance period ended in Aug, 2012. Remaining streets not completed due to design mix issues. Pl. 2 - Construction 100% complete and the maintenance period ended in Oct, 2011. Pl. 3 - Construction 100% complete and the maintenance period ended in May, 2012. Pl. 4 - Construction 100% complete and the maintenance period ended in July, 2012. Pl. 5 - Construction 100% complete and is on maintenance until Aug., 2014.	4,206,057	4,160,307	25,750	99%	
	Annual Program Total Maintenance / Warranty							2,788,570	2,203,658	584,912	80%
	Anticipated Project Closing - Q4-13							975,410	872,534	102,876	89%
Anticipated Project Closing - Beyond Q4-13							62,000	40,108	21,892	65%	
Anticipated Project Closing - Beyond Q4-13							255,000	254,248	752	100%	
Anticipated Project Closing - Beyond Q4-13							638,690	553,593	85,007	87%	
Anticipated Project Closing - Beyond Q4-13							192,341	166,591	25,750	87%	
Anticipated Project Closing - Beyond Q4-13							407,250	219,439	187,811	54%	
Anticipated Project Closing - Beyond Q4-13							4,206,057	4,160,307	25,750	99%	

Category	Project #	Project Title	Budget Year	% Complete	Estimated Project Close	Q3-13 Comments	Total Budget	Total Actual	Total Variance	% Budget Spent
Maintenance / Warranty	EN-4723-08	Road Upgrade & Watermain Replacement Lester B. Pearson and Main St Pl. 1 - Watermain T11-123 Pl. 2 - Roadworks T12-242 (DF&W)	2008	100%	Q4-14	Project to be closed at the end of the maintenance period. EN-804-10 Watermain Replacement for Lester B. Pearson St & Main St consolidated into this account. Pl. 1 - Construction 100% complete and is on maintenance until September, 2013. Pl. 2 - Roadwork 100% complete and is on maintenance until November, 2014.	695,300	392,148	313,152	55%
	EN-4726-08	Portage Parkway Extension, T04-219 Applewood Highway 400 Bridge - additional funds for Construction and Design (DC)	2008	100%	Q4-14	Project to be closed upon Contractor's completion of deficiencies to allow for the official MTO commissioning of the bridge. Funds from EN-1734-09 consolidated into EN-1726-08 in Q04-09. For Construction comments see 1421-3-04.	6,128,500	5,343,974	784,526	87%
	EN-4733-09	Watermain Replacement on Major Mackenzie Dr (Chic Centre) T11-029 Keelo St to approx. 100m east of CNR/GO Rail Overpass (WR)	2009	100%	Q4-14	Project to be closed at the end of the maintenance period. EN-1733-11 consolidated into this account. Design 100% complete. Construction 100% complete and is on maintenance until Oct., 2014.	1,802,500	861,273	941,227	48%
	EN-4753-09	Sidewalk on Kirby Road Keelo St to Dufferin St Ph. 1 - T11-034 (DC)	2009	100%	Q4-14	Project to be closed at the end of the maintenance period. EN-1753-11 consolidated into this account and is related to EN-1753-13. Ph. 1 - Construction 100% complete and is on maintenance until Oct., 2014. Ph. 2 - Construction 100% complete and is on maintenance until May, 2015.	1,030,000	970,868	59,132	94%
	EN-4757-09	Traffic Signal - T12-077 Edgeley Blvd and Bass Pro Mills Dr (DC)	2009	100%	Q4-14	Project to be closed at the end of the maintenance period. Construction 100% complete and is on maintenance until October, 2014.	143,099	134,928	8,171	94%
	PK-6098-08	Humber River/Wm Granger Open Space	2008	90%	Q4-14	Substantially Completed. Invoices and minor works still outstanding. EN-1706-08 Sidewalk Infill Program & EN-1794-10 Additional Funding for Sidewalk Construction to Support New Development consolidated into this project.	797,200	267,879	529,321	34%
	EN-4756-09	Sidewalk & Streetlighting Program to support New Development Pl. 1 - DELETED - (N side of Rutherford Rd - Dufferin to Bathurst) Pl. 2 - N side of Hwy 7 - Hwy 27 to Vaughan Valley Blvd T12-001 Pl. 3 - W side of Hwy 27 - Hwy 7 to Langstaff Rd T12-001 Pl. 4 - S side of Rutherford Rd - Dufferin to Confederation Pkwy Pl. 5 - N side of Rutherford Rd - Bathurst Rd to Dufferin St Pl. 6 - DELETED - (S side of Rutherford Rd - Dufferin to Bathurst) Pl. 7 - S side of Teslon Rd - Jane St to Keelo St T10-196 Pl. 8 - W side of Keelo St - south of Teslon Rd T10-196 Pl. 9 - S side Langstaff Rd - Hwy # 27 to Hydro corridor Pl. 10 - Langstaff Sidewalk, Dufferin to Hwy # 7 (DC)	2009	44%	Q4-15	Pl. 1 - DELETED - now proposed under EN-1859-11 Pl. 2 - Design 100% complete. Construction 85% complete. Pl. 3 - Design 100% complete. Construction 85% complete. Pl. 4 - DELETED & to be rebudgeted in 2018 or later when Regional Works confirmed. Pl. 5 - DELETED & to be rebudgeted in 2018 or later when Regional Works confirmed. Pl. 6 - DELETED - now proposed under EN-1859-11 Pl. 7 - Design 100% complete. Construction 100% complete and is on maintenance until Jan., 2013. Pl. 8 - Design 100% complete. Construction 100% complete and is on maintenance until Jan., 2013. Pl. 9 - Construction 100% complete. Regional invoice payment pending. Pl. 10 - Construction 100% complete. Regional invoice paid. "Ad-hoc" project in response to residential complaints.	4,047,960	1,766,451	2,281,508	44%
	EN-4780-09	Sidewalk and Street Lighting Infill Program in older areas Construction of new sidewalk links and streetlighting in older areas. Pl. 1 - Steeles Ave at Martin Grove - \$20,000 est Pl. 2 - Pine Valley Street Lighting T11-085 - \$123,000 est Pl. 3 - Bathurst St & Beverley Glen Q10-514 - \$60,000 est Pl. 4 - Royal Appln Cr & Agostino Cr and Village Green Dr & Woodacott Rd Q10-029 - \$4000 est Pl. 5 - Kipling Ave & Woodbridge Ave Intersection StreetLight - \$12,255 (P&G)	2009	82%	Q4-15	Pl. 1 - Deleted. Asphalt walkway installed by City of Toronto. Pl. 2 - Construction 100% complete and is on maintenance until Oct., 2013. Pl. 3 - Construction 100% complete and is on maintenance until May, 2013. Pl. 4 - Construction 100% complete and is on maintenance until May, 2013. Pl. 5 - Completed by Public Works in Q2-2012. Pl. 6 - Construction 100% complete and is on maintenance until Aug., 2015. Pl. 7 - Design start pending. Project complete with few outstanding invoices. Project will be closed once all invoices are processed, and once the funding from Sale of Public Lands can be completed.	227,000	186,270	40,730	82%
	37-2-04	New Civic Centre	2004	99%	TBD	Project complete with few outstanding invoices. Project will be closed once all invoices are processed, and once the funding from Sale of Public Lands can be completed.	140,685,378	140,372,438	322,939	100%
							162,303,595	155,573,049	5,730,544	96%
Total Third Party Impact Anticipated Project Closing - Q4-13	1231-0-04	Major Mackenzie Watermain	2004	100%	Q4-13	DC funded payments timed to DC collection in area. DT-7076-11 and DT-7041-10 consolidated into 1231-0-04 in Q3-2012.	3,204,500	1,437,024	1,767,476	45%
	1420-0-02	OPA 601 Klein/Nashville 2002	2002	100%	Q4-13	Outstanding invoices to be approved.	178,000	135,460	42,540	76%
	1584-0-06	Hwy 427/Fogal Rd. Mid-Block	2006	100%	Q4-13	DC funded payments timed to DC collection in area.	4,305,000	1,432,354	2,872,646	33%
	1589-0-06	Rutherford Road PD 6 East Watermain	2006	100%	Q4-13	DC funded payments timed to DC collection in area.	3,932,000	2,117,467	1,814,533	54%
	1590-0-06	Sediment/Erosion Control Study	2006	100%	Q4-13	Awaiting final invoice.	52,000	47,733	4,267	92%
	1634-0-06	Stormwater Management Strategy	2006	55%	Q4-13	Study on-going	70,000	64,686	5,314	92%

Category	Project #	Project Title	Budget Year	% Complete	Estimated Project Close	Q3-13 Comments	Total Budget	Total Actual	Total Variance	% Budget Spent
Anticipated Project Closing - Beyond Q4-13	DT-7004-07	Black Creek Optimization Study	2007	100%	Q4-13	Awaiting final invoice.	221,500	207,755	13,745	94%
	DT-7016-08	Engineering Master Plan Studies	2008	90%	Q4-13	Study completion anticipated Q4-13	517,250	471,395	45,855	91%
	DT-7018-09	Zenway/Fogal Sanitary Sub-Trunk	2009	100%	Q4-13	DC funded payments timed to DC collection in area.	1,681,000	0	1,681,000	0%
	DT-7019-09	Fogal Road Reconstruction	2009	95%	Q4-13	DC funded payments timed to DC collection in area.	469,000	188,139	280,861	40%
	DT-7026-09	Phase 2 Drainage Study - Flood	2009	85%	Q4-13	Outstanding invoices to be approved.	403,500	283,544	119,956	70%
	PW-2021-08	Tail Grass Trail Rehabilitation	2008	2%	Q1-14	Awaiting Permits from TRCA	280,000	4,624	275,376	2%
	BF-8114-07	North Thornhill Construction	2007	92%	Q2-14	Additional works with the walkway construction are required. As per Nov. 1/13 e-mail, Finance has been requested to reduce the remaining budget variance to \$412,000. Budget reduction to be processed in Q4-13.	28,974,660	26,513,889	2,460,761	92%
	PK-6204-09	Spot Field Irrigation Systems	2009	80%	Q2-14	Working on final closeout of project	185,400	185,410	79,990	57%
	1546-0-05	Rainbow Creek Drainage/Erosion	2005	75%	Q3-14	Outstanding invoices to be approved.	62,000	20,438	41,562	33%
	EN-1650-07	Baldwin Ave Culvert Rehabilitation	2007	100%	Q3-14	Additional works identified by TRCA for Q3-2013. Project held open to complete additional works. Project closure anticipated in Q4-2014	600,000	537,791	62,209	90%
		CONRIF funded project (G&DP)				Construction 100% complete and the maintenance period ended in May, 2012.				
	1414-2-03	McNaughton Road - Financing Payments	2003	100%	Q4-14	DC funded payments timed to DC collection in area.	9,284,284	9,212,172	52,112	99%
	1421-3-04	Portage Parkway Extension, T04-219	2004	100%	Q4-14	Project to be closed upon Contractor/ Consultant completion of deficiencies to allow for the official MTO commissioning of the bridge. Construction 100% complete and the maintenance period ended in Oct. 2012.	14,394,000	14,222,707	141,293	99%
	1476-2-03	Sidewalk and Street Lighting on Weston Road by York Region - Rutherford Rd to Major Mackenzie Dr (DC)	2003	100%	Q4-14	Project to be closed after final Regional Invoice paid.	946,736	30,756	915,980	3%
	1489-0-03	Teston Road PD #7 2003	2003	86%	Q4-14	Construction 100% complete. Region still reviewing outstanding invoicing of project. DC funded payments timed to DC collection in area.	4,600,000	3,934,704	665,296	86%
	1510-0-04	Sidewalk and Street Lighting on Weston Road by York Region - Major Mackenzie Dr to Teston Rd (DC)	2004	100%	Q4-14	Project to be closed after final Regional Invoice paid.	730,000	289,458	430,542	41%
	1511-0-04	Sidewalk and Street Lighting on Teston Rd by York Region - Weston Rd to Jane St (DC)	2004	100%	Q4-14	Construction 100% complete. Linked to Project No. 1510-0-04 above. Region completing outstanding streetlighting works. Waiting for final invoice.	730,000	716,093	13,907	98%
	1547-0-05	Sidewalks Streetlights	2005	40%	Q4-14	DC funded payments timed to DC collection in area.	354,625	132,593	222,032	37%
	1548-0-05	Sidewalk Streetlights Major Mackenzie	2005	0%	Q4-14	DC funded payments timed to DC collection in area.	240,000	0	240,000	0%
	DT-7012-07	PD 5 West Woodbridge Watermain	2007	0%	Q4-14	DC funded payments timed to DC collection in area.	2,846,834	0	2,846,834	0%
	DT-7013-08	PD 9 Watermain Interconnection	2008	0%	Q4-14	Awaiting invoice from York Region for repayment.	72,000	0	72,000	0%
	DT-7023-09	Signalized Intersection Ducting	2009	35%	Q4-14	DC funded payments timed to DC collection in area.	103,000	36,870	66,130	36%
	DT-7034-09	Sidewalk & Streetlights	2009	16%	Q4-14	DC funded payments timed to DC collection in area.	2,200,000	352,004	1,847,996	16%
	EN-1664-07	Sidewalk and Streetlighting on Jane Street by York Region - Teston Rd to Brandon G/ Ahmadjiya Ave (DC)	2007	100%	Q4-14	Project to be closed after final Regional Invoice paid.	350,000	0	350,000	0%
						Region still reviewing outstanding invoicing of project.				
	EN-1696-08	Portage Parkway Extension 4077 ETR Long Term Maintenance Highway 400 Bridge (T)	2008	100%	Q4-14	Project to be closed upon Contractor/ Consultant completion of deficiencies to allow for the official MTO commissioning of the bridge. Construction 100% complete and the maintenance period ended in Oct. 2012.	515,000	0	515,000	0%
						To be paid to MTO as per Council extract dated April 11, 2005 upon commissioning of the bridge which is now open.				
	EN-1721-08	Sidewalk Construction - Bathurst Street	2008	0%	Q4-14	DC funded payments timed to DC collection in area.	51,500	0	51,500	0%
	EN-1751-09	Sidewalk and Street Lighting on Dufferin Street by York Region - Sheos Ave to Glen Shields Ave N limit Design and construction works (T)	2009	100%	Q4-14	Project to be closed after final Regional Invoice paid.	283,260	141,349	141,901	50%
						Included in Region's reconstruction of Dufferin Street. Contacted Region and final invoice to be submitted in Q4-2013.				
	EN-1819-09	Dufferin Street Centre Median at King High Drive by York Region (G)	2009	100%	Q4-14	Project to be closed after final Regional Invoice paid.	97,850	0	97,850	0%
						Construction 100% complete. Included in Region's reconstruction of Dufferin Street. Contacted Region and final invoice to be submitted in Q4-2013.				
	PK-6130-07	Maple Streetscape Phase 6 & 7	2007	50%	Q4-14	Project complete awaiting invoices for close out for Keele Street works. Additional scope being undertaken by Engineering.	1,544,996	625,325	919,671	40%

Category	Project #	Project Title	Budget Year	% Complete	Estimated Project Close	Q3-13 Comments	Total Budget	Total Actual	Total Variance	% Budget Spent
Anticipated Project Closing - Beyond Q4-13	DT-7011-07	OPA 620 East West Collector EA	2007	100%	Q4-13	Outstanding invoices to be confirmed. Negative variance due to increase in scope of project from the addition of work funded by the TTC regarding the extension of the Spadina Subway.	399,581	405,305	(5,744)	101%
	BF-5172-09	Woodbridge Pool & Arena West Parking Lot	2009	93%	Q1-14	Further review is necessary to determine whether the full scope of work has been completed	370,800	343,886	26,914	93%
	BF-5215-09	Charlton House Lighting Improvement	2009	40%	Q1-14	Further review is necessary to determine whether the full scope of work has been completed	20,800	6,695	13,905	33%
	PW-2017-07	Antennas For SCADA Wireless	2007	7%	Q1-14	Reviewing an independent wireless solution	263,249	17,482	245,767	7%
	CF-0053-09	Point of Sale Initiative	2009	20%	Q3-14	Currently being revisited under PSR	205,709	0	205,709	0%
	PK-6127-07	Walkway/Hard Surface Replacement	2007	94%	Q3-14	Re-evaluating - hold funds to Q3-14	610,674	572,948	37,727	94%
	DT-7036-09	Rainbow Creek Sanitary Pumping	2009	0%	Q4-14	On hold. Pending Regional EA.	247,200	0	247,200	0%
	1361-0-05	Servicing - Dufferin Winter Work	2005	0%	Q1-15	On hold pending prioritization of new yard construction	180,000	332	159,668	0%
	1610-0-06	Dufferin Street Works Yard	2006	1%	Q1-15	On hold pending prioritization of new yard construction	488,000	4,134	483,866	1%
		Cross Asset Optimization				Project deferred pending the results of the Corporate Management Asset Strategy EN-1958-13.				
	EN-1671-07	Configure our Strategic Assessment and Analysis to cross analyze and optimize various asset classes (roads, bridges, sewers, WMA, etc.) (RR)	2007	15%	Q4-17	Project to be completed in conjunction with Capital project EN-1778-10 Water Sewer Management System, EN-1997-13 Implementation of Corporate Asset Management and the Corporate Management Asset Strategy.	165,000	23,237	131,763	15%
	DP-3004-07	Vellore - Master Plan Study	2007	0%	On Hold	On Hold Pending OPA Review	111,000	0	111,000	0%
	IT-3009-09	E-mail Journaling and Archiving	2009	10%	On Hold	Project to restart in Q2-2014, will be part of Exchange Upgrade project	154,500	18,866	135,634	12%
	PK-5236-09	Park Land Acquisition - Consulting	2009	0%	Unknown and TBD	Funding being transferred to Legal Services.	103,000	0	103,000	0%
Preliminary Work Total							20,365,784	16,882,563	3,483,222	83%
Grand Total							413,583,021	337,031,687	76,551,334	81%

Department	2013			2012			2011			2010			Total # Projects	Total Budget
	#	Projects	Total Budget	#	Projects	Total Budget	#	Projects	Total Budget	#	Projects	Total Budget		
Fleet Management	40		2,564,500	1		237,900				1		154,500	42	2,956,900
Buildings & Facilities	24		1,210,055	14		1,132,400	2		183,350				40	2,525,805
Development & Transportation	11		4,471,230	3		313,000	11		14,041,086	5		2,180,550	30	21,005,866
Engineering Services	19		5,602,538	7		2,242,416				1		77,250	27	7,922,204
Parks Development	10		2,535,444	4		440,200	1		81,200				15	3,056,844
Fire & Rescue Services	9		7,249,700	3		397,400							12	7,647,100
Public Works	4		598,050	2		210,000				3		403,000	9	1,211,050
Development Planning	2		2,113,134	3		406,900							5	2,520,034
Policy Planning	3		1,229,820	1		67,400	1		253,000				5	1,550,220
City Clerk	1		30,000	1		51,500							2	81,500
Recreation	1		32,960	1		206,000							2	238,960
Budgeting & Planning	1		78,471										1	78,471
Corporate Communications	1		74,600										1	74,600
Development Finance and Investment				1		30,900							1	30,900
Enforcement Services	1		53,600										1	53,600
Human Resources				1		72,100							1	72,100
Information Technology	1		92,700										1	92,700
Parks Operation	1		96,305										1	96,305
Grand Total	129		28,033,107	42		5,808,116	15		14,558,636	10		2,815,300	196	51,215,159
% of Total # / Budget	66%		55%	21%		11%	8%		28%	5%		5%		5%

Project #	Project Title	Budget Year	Q3-13 Comments	Estimated Project Completion	% Complete	Total Budget	Total Actual	Total Variance	% Budget Spent
Anticipated Close: Q4-13									
BF-8283-13	Dufferin Clark Community Centre Relocate Senior's Room To The Ground Floor	2013	Tender stage	Q4-13	0%	50,600	0	50,600	0%
BF-8319-13	JOC-HVAC Rooftop Replacements	2013	Tender stage	Q4-13	0%	103,000	0	103,000	0%
BF-8327-12	Rosemount Community Centre Domestic Piping and Plumbing Fixture Replacement	2012	Specs finalized, tender stage	Q4-13	10%	77,300	0	77,300	0%
BF-8336-11	Woodbridge Pool & Arena Wall & Floor Tile Replacement	2011	Finalizing drawings for tender stage	Q4-13	5%	28,850	0	28,850	0%
BF-8339-12	Maple Community Centre Insulate & Install Siding on Arena Walls	2012	Finalizing drawings for tender stage	Q4-13	5%	92,700	0	92,700	0%
BF-8343-13	Dufferin Clark Community Centre Addition of Accessible Washroom	2013	Finalizing drawings for tender stage	Q4-13	5%	51,500	0	51,500	0%
BF-8346-13	JOC - Works Yards Dumping Ramps	2013	Preparing drawings	Q4-13	0%	38,200	0	38,200	0%
BF-8381-13	Garnet A Williams Community Centre - Flooring Replacement	2013	Project Complete. Invoices to be processed in Q4-13.	Q4-13	10%	36,100	0	36,100	0%
BF-8384-12	Al Palladini Community Centre - Arena Skate Flooring Replacement	2012	Finalizing drawings for tender stage	Q4-13	10%	41,200	0	41,200	0%
BF-8392-13	Woodbridge Pool & Arena - Replace Rooftop Units	2013	Specs finalized, tender stage	Q4-13	10%	42,000	0	42,000	0%
BF-8393-13	Fire Station 7-2-Replace Heating Boiler	2013	Project complete. Awaiting final invoices	Q4-13	90%	31,600	0	31,600	0%
BF-8411-13	Chancellor Community Centre - Concrete Walkway Replacement	2013	Tender stage	Q4-13	10%	23,059	0	23,059	0%
BF-8412-13	Father Ermanno Bulfon Community Centre - Interlocking Brick Replacement	2013	To be completed in conjunction with Father Ermanno Bulfon CC Fitness Expansion (BF-8285-11)	Q4-13	10%	27,252	0	27,252	0%
BF-8413-13	Garnet A Williams Community Centre - East and West - Concrete Curb/Walkway Replacement	2013	Tender stage	Q4-13	10%	22,011	0	22,011	0%
BF-8415-13	Maple Community Centre - Exterior Walkway Replacement	2013	Tender stage	Q4-13	10%	36,684	0	36,684	0%
BF-8416-13	Pool Ramp Entrance Tile Replacement	2013	Design Q1-14, Construction Q2-14 & Q3-14 subject to pool closure at various location	Q4-13	10%	41,925	0	41,925	0%
BF-8417-13	Thornhill Outdoor Pool Walkway Replacement	2013	Finalizing drawings for tender stage	Q4-13	10%	27,252	0	27,252	0%
BF-8426-13	Dufferin Clark Community Centre - Cool Tower Upgrade	2013	Tender awarded	Q4-13	25%	25,750	0	25,750	0%
BF-8427-13	Rosemount Community Centre - HVAC System upgrades	2013	Tender awarded	Q4-13	25%	41,200	0	41,200	0%
BY-2522-13	Animal Shelter Additional Leasehold Improvements	2013	Work underway to be completed in Q4: 1. Washing Machine - \$12,180 2. Sound Attenuation - \$24,000 3. Dog bathing station (tub) - \$2,421 4. Stainless steel table - \$1,800	Q4-13	0%	53,600	0	53,600	0%
CC-9523-13	City eNewsletters	2013	Roll out of the new program anticipated to begin Q3 - 2013	Q4-13	5%	74,600	0	74,600	0%
DP-9030-12	VMC Computer 3D Modeling System	2012	Ongoing - RFP completion Q4-2013	Q4-13	0%	133,900	0	133,900	0%

Project #	Project Title	Budget Year	Q3-13 Comments	Estimated Project Completion	% Complete	Total Budget	Total Actual	Total Variance	% Budget Spent
DT-7050-10	Road Pavement Acceptance Protocol	2010	Study completion anticipated Q4 2013.	Q4-13	0%	61,800	0	61,800	0%
EN-1753-13	Kirby Road Project - Phase 2	2013	Project to be closed in Q4-2013. Related to EN-1753-09.	Q4-13	100%	51,500	0	51,500	0%
	Keele St to Dufferin St Ph. 2 - Q12-486 (DC)		Ph. 2 - Construction 100% complete and paid under EN-1753-09. Project to be closed when the City receives written confirmation from the BIA.						
EN-1906-12	Streetscape Gateway Feature Entrances	2012	Kleinburg BIA contribution not received in order to issue RFP for detailed design. RFP awaiting Environmental Assessment finalization and approval for Q4-2013.	Q4-13	0%	97,500	0	97,500	0%
	1A - Highway 27 and Nashville Avenue 1B - Major Mackenzie Dr and Islington Ave 1C - Highway 27 and Islington Ave (DC, SC & T)								
EN-1963-13	North Maple Bridge - between Major Mackenzie Drive and Teston Road over Hwy 400 (DC)	2013	Construction anticipated in 2017. Project ongoing.	Q4-13	0%	1,339,000	0	1,339,000	0%
FL-5141-10	Fleet - Equipment Replacement	2010	Equipment received. Invoices to be processed in Q4-13	Q4-13	10%	154,500	0	154,500	0%
FL-5179-13	Parks - Replace 1429 with zero turn mower	2013	Equipment received. Invoices to be processed in Q4-13	Q4-13	75%	20,600	0	20,600	0%
FL-5180-13	Parks - Replace 1216 with zero turn mower	2013	Vehicle ordered, waiting for delivery.	Q4-13	75%	20,600	0	20,600	0%
FL-5191-13	Parks - Replace 1367 with midsize pickup	2013	Vehicle ordered, waiting for delivery.	Q4-13	75%	30,900	0	30,900	0%
FL-5193-13	Public Works - Roads - Replace 1152 with 2 ton dump truck	2013	Vehicle ordered, waiting for delivery.	Q4-13	50%	77,300	0	77,300	0%
FL-5194-13	Public Works - Roads - Replace 1363 with midsize 4x4 pickup	2013	Vehicle ordered, waiting for delivery.	Q4-13	50%	36,100	0	36,100	0%
FL-5199-13	Bylaw Enforcement - 1 new 4x4 compact size pickup	2013	Vehicle ordered, waiting for delivery.	Q4-13	50%	30,900	0	30,900	0%
FL-5206-13	Public Works - Roads - 1 new 4x4 midsize pickup	2013	Vehicle ordered, waiting for delivery.	Q4-13	50%	25,800	0	25,800	0%
FL-5208-12	Public Works - Roads - New Vehicle	2012	Vehicle received, waiting for decals.	Q4-13	75%	237,900	0	237,900	0%
FL-5240-13	Public Works - Wastewater - Replace 1533 with 3/4 ton pickup	2013	Vehicle received, waiting for decals and outfitting.	Q4-13	50%	37,100	0	37,100	0%
FL-5244-13	Parks - Forestry - 1 new compact size 4x2 pickup	2013	Vehicle ordered, waiting for delivery.	Q4-13	50%	30,900	0	30,900	0%
FL-5254-13	Building & Facilities - 1 new 1/2 ton cargo van	2013	Vehicle ordered, waiting for delivery.	Q4-13	50%	30,900	0	30,900	0%
FL-5255-13	Building & Facilities - 1 new 1/2 ton 4x4 pickup	2013	Vehicle ordered, waiting for delivery.	Q4-13	50%	28,800	0	28,800	0%
FL-5256-13	Clerks - Records Management - Replace 913 with scissors lift	2013	Equipment received. Invoices to be processed in Q4-13	Q4-13	75%	20,600	0	20,600	0%
FL-5257-13	Engineering Services - Replace 1398 with mid-size pickup	2013	Vehicle ordered, waiting for delivery.	Q4-13	50%	25,800	0	25,800	0%
FL-5258-13	Parks - 1 new narrow cab tractor/snow plow	2013	Equipment received, waiting for invoice.	Q4-13	50%	67,000	0	67,000	0%
FL-5259-13	Parks - 1 new narrow cab tractor/snow plow	2013	Equipment received, waiting for invoice.	Q4-13	50%	67,000	0	67,000	0%
FL-5260-13	Parks - 1 new narrow cab tractor/snow plow	2013	Equipment received, waiting for invoice.	Q4-13	50%	67,000	0	67,000	0%

Project #	Project Title	Budget Year	Q3-13 Comments	Estimated Project Completion	% Complete	Total Budget	Total Actual	Total Variance	% Budget Spent
FL-5261-13	Parks - Replace 1561 with zero turn mower	2013	Equipment received. Invoices to be processed in Q4-13	Q4-13	75%	20,600	0	20,600	0%
FL-5262-13	Parks - Replace 1282 with narrow cab tractor/snow plow	2013	Equipment received, waiting for invoice.	Q4-13	50%	67,000	0	67,000	0%
FL-5266-13	Parks - Replace 1342 with zero turn mower	2013	Equipment received. Invoices to be processed in Q4-13	Q4-13	75%	20,600	0	20,600	0%
FL-5268-13	Parks - replace 1284 with narrow cab tractor/snow plow	2013	Equipment received, waiting for invoice.	Q4-13	50%	67,000	0	67,000	0%
FL-5269-13	Parks - Replace 1428 with zero turn mower	2013	Equipment received. Invoices to be processed in Q4-13	Q4-13	75%	20,600	0	20,600	0%
FL-5270-13	Parks - Replace 1442 with 3/4 ton 4x4 pickup	2013	Vehicle received, waiting for decals and outfitting.	Q4-13	50%	38,100	0	38,100	0%
FL-5271-13	Parks - 1 new zero turn mower	2013	Equipment received. Invoices to be processed in Q4-13	Q4-13	75%	20,600	0	20,600	0%
FL-5273-13	Parks - 1 new narrow cab tractor/snow plow	2013	Equipment received, waiting for invoice.	Q4-13	50%	67,000	0	67,000	0%
FL-5277-13	Parks - 1 new 3/4 ton pickup with crew cab	2013	Vehicle received, waiting for decals and outfitting.	Q4-13	50%	36,100	0	36,100	0%
FL-5279-13	Parks - 1 new retrofit compactor for unit 1676	2013	Equipment received. Invoices to be processed in Q4-13	Q4-13	75%	82,400	0	82,400	0%
FL-5280-13	Parks - 1 new 3 point hitch fertilizer spreader	2013	Project ongoing.	Q4-13	50%	20,600	0	20,600	0%
FL-5288-13	Parks - Forestry/Horticulture - 1 new 15" drum chipper	2013	Equipment ordered, waiting for delivery.	Q4-13	50%	46,400	0	46,400	0%
FL-5294-13	Public Works - Roads - 1 new gradall	2013	Tender to be released/ awarded in Q4-14	Q4-13	10%	360,500	0	360,500	0%
FL-5296-13	Public Works - Roads - Replace 1093 with 3 ton hot box	2013	Equipment ordered, waiting for delivery.	Q4-13	50%	36,100	0	36,100	0%
FL-5297-13	Public Works - Roads - Replace 1658 with 3/4 ton 4x4 pickup	2013	Vehicle received, waiting for decals and outfitting.	Q4-13	50%	39,100	0	39,100	0%
FL-5328-13	Bylaw Enforcement - 1 new 4x4 compact pickup	2013	Vehicle ordered, waiting for delivery.	Q4-13	50%	30,900	0	30,900	0%
FR-3574-13	Aerial 7965 Refurbishment	2013	Scheduled	Q4-13	0%	180,300	0	180,300	0%
IT-3021-13	JDEdwards 9.1 Upgrade	2013	Project to be completed by Q4-2013	Q4-13	90%	92,700	0	92,700	0%
PW-2058-13	LED Streetlight Conversion	2013	Project in planning stage. RFP to be issued in Q4-13	Q4-13	0%	150,000	0	150,000	0%
PW-2059-13	RWIS Station	2013	Project to be completed in Q4-13	Q4-13	0%	103,000	0	103,000	0%
RE-9523-13	Replacement of City Playhouse Auditorium Carpet	2013	Invoices to be processed in Q4-13	Q4-13	0%	32,960	0	32,960	0%
Anticipated Close: Beyond Q4-13									
BF-8097-12	Al Palladini Community Centre - Pool/Fitness Locker Replacements	2012	Tender Q1-14, Construction Q2-14	Q2-14	10%	25,800	0	25,800	0%
BF-8238-12	Garnet A Williams Community Centre Replace Two Compressors	2012	Specs finalized, tender stage	Q2-14	10%	131,400	0	131,400	0%
BF-8279-12	Woodbridge Pool & Memorial Arena -Replace Diving Boards, Stands	2012	Tender Q1-14, Construction subject to pool shut down Q2-14	Q2-14	5%	43,000	0	43,000	0%
BF-8321-12	Al Palladini Community Centre Pool Dehumidifier Replacement	2012	Finalizing drawings for tender stage	Q2-14	10%	283,300	0	283,300	0%
BF-8332-11	Garnet A. Williams Community Centre Exterior Siding Replacement	2011	Finalizing drawings for tender stage	Q2-14	5%	154,500	0	154,500	0%

Project #	Project Title	Budget Year	Q3-13 Comments	Estimated Project Completion	% Complete	Total Budget	Total Actual	Total Variance	% Budget Spent
BF-8344-12	Al Palladini Community Centre Brine Pump Replacements	2012	Specs finalized, tender stage	Q2-14	10%	35,100	0	35,100	0%
BF-8345-12	Garnet A. Williams Replace Arena Chiller and Brine Pump	2012	Specs finalized, tender stage	Q2-14	10%	80,400	0	80,400	0%
BF-8350-12	Security Camera Installations Various Parks	2012	Project ongoing. PO issued in October. Works to be completed in Q4	Q2-14	0%	80,000	0	80,000	0%
BF-8366-12	Garnet A Williams Community Centre - Pool/Fitness Locker Replacement	2012	Tender stage	Q2-14	10%	25,800	0	25,800	0%
BF-8371-13	Garnet A Williams Community Centre - Heat Pumps Replacement	2013	Tender awarded	Q1-14	25%	61,800	0	61,800	0%
BF-8374-12	Maple Community Centre - Skate Flooring Replacement	2012	Tender Q1-14, Construction Q2-14	Q2-14	10%	46,400	0	46,400	0%
BF-8379-13	Father Ermanno Bulfon Community Centre - Outdoor Rink	2013	Design completed. Tender to be awarded in Q4-13. Construction Q1-14	Q1-14	10%	113,300	0	113,300	0%
BF-8382-12	Father Ermanno Bulfon - Lockers Replacement	2012	On-Hold pending completion of renovation	Q4-14	0%	87,600	0	87,600	0%
BF-8383-12	Maple Community Centre - Lobby/Hallway Replacement(West Side)	2012	Tender stage, Construction Q2-14	Q2-14	10%	82,400	0	82,400	0%
BF-8394-13	Al Palladini Community Centre - Replace Heat Pump # 17	2013	Tender awarded	Q1-14	25%	52,500	0	52,500	0%
BF-8395-13	Dufferin Clark Community Centre - Replace Heating Boilers	2013	Tender awarded	Q2-14	25%	68,200	0	68,200	0%
BF-8396-13	Garnet Williams - Replace Arena Heating System	2013	Specs finalized, tender stage	Q2-14	10%	42,000	0	42,000	0%
BF-8402-13	Maple Community Centre - Waterslide Refurbishment	2013	Tender Q1-14, Construction Q2-14	Q2-14	10%	31,448	0	31,448	0%
BF-8409-13	Al Palladini Community Centre East Entrance Walkway Replacement	2013	Finalizing drawings for tender stage	Q2-14	10%	60,792	0	60,792	0%
BF-8418-13	Vellore Village Community Centre Concrete Replacement Northwest of Main Entrance	2013	Tender awarded	Q1-14	25%	94,332	0	94,332	0%
BF-8436-13	Security Camera & Equipment Replacements	2013	Project ongoing. Inventory equipment list has been compiled. To be submitted to Purchasing for Tender in Q4, construction in Q1	Q2-14	10%	87,550	0	87,550	0%
BU-0006-13	Citywide Capital Planning and Analysis Module	2013	Undergoing Security Review	Q3-14	0%	78,471	0	78,471	0%
CL-2511-13	Access & Storage Equipment for JOC Records Centre	2013	Specifications sent to Purchasing Services. The expected completion date is 1st. Quarter 2014.	0	75%	30,000	0	30,000	0%

Project #	Project Title	Budget Year	Q3-13 Comments	Estimated Project Completion	% Complete	Total Budget	Total Actual	Total Variance	% Budget Spent
CL-2517-12	Claims Management System	2012	We are in the final stages of discussing the requirements with the provider. If all issues are addressed to our satisfaction we anticipate being in a position to have the system in place for January 2014.	0	75%	51,500	0	51,500	0%
DP-9028-12	VMC Physical Master Plan Base Model	2012	Ongoing-completion Q1 - 2014	Q1-14	0%	67,000	0	67,000	0%
DP-9029-12	Woodbridge Heritage District Urban Design	2012	On Hold Pending completion of DP-9031-12	On Hold	0%	206,000	0	206,000	0%
DP-9524-13	Highway 7 VMC Streetscape	2013	Ongoing - completion with vivanext Q2 - 2014	Q2-14	0%	1,963,134	0	1,963,134	0%
DP-9527-13	VMC Black Creek Detailed Design Concept for Public Spaces and Amenities	2013	Ongoing - RFP completion Q1 2014	Q1-14	0%	150,000	0	150,000	0%
DT-7024-11	Bass Pro Mills Drive/Locke Street WM	2011	To be completed in conjunction with roadworks.	Q4-14	0%	355,350	0	355,350	0%
DT-7039-10	Napa Valley/Avdell SWM Pond Improvements	2010	Study completion anticipated Q4-2014.	Q4-14	0%	75,000	0	75,000	0%
DT-7045-11	Block 11 Valley Road Crossings	2011	DC funded payments timed to DC collection in area.	Q4-14	0%	8,466,826	0	8,466,826	0%
DT-7046-10	Highway 400 Widening Works	2010	Awaiting invoice from MTO for repayment.	Q4-14	0%	1,519,250	0	1,519,250	0%
DT-7048-10	Ashbridge Circle Storm Water Management Pond Improvements	2010	RFP forwarded to Engineering Services.	Q4-14	0%	370,000	0	370,000	0%
DT-7049-10	Storm Water Management Pond Monitoring Program	2010	Study completion anticipated Q4-2014.	Q4-14	0%	154,500	0	154,500	0%
DT-7054-11	Water Loss Control System Feasibility/Implementation Study	2011	Preparing terms of reference to be provided into the RFP.	Q1-14	0%	257,500	0	257,500	0%
DT-7056-11	Pedestrian & Bicycle Network Implementation Program	2011	On-going implementation	Q4-14	0%	223,410	0	223,410	0%
DT-7057-11	Bass Pro Mills Drive Repairs	2011	To be completed in conjunction with roadworks.	Q4-14	0%	484,100	0	484,100	0%
DT-7066-11	Steeles West Station Infrastructure - TYSSE	2011	Subject to development / subway construction.	Q4-14	0%	3,090,000	0	3,090,000	0%
DT-7068-11	Highway 7 Bus Rapid Transit Review	2011	Subject to York Region YRT project.	Q4-14	0%	309,000	0	309,000	0%
DT-7071-11	Portage Parkway Extension Class EA Study	2011	Study completion anticipated Q4-14	Q4-14	0%	257,500	0	257,500	0%
DT-7072-13	Colossus Dr Hwy 400 Flyover - Interchange Connection EA	2013	EA Study to be initiated Q3-14	Q3-14	0%	435,690	0	435,690	0%
DT-7073-11	Portage Parkway Widening Class EA Study	2011	EA Study to be initiated Q1-14	Q1-14	0%	257,500	0	257,500	0%
DT-7079-11	Inflow & Infiltration Reduction Study	2011	Study completion anticipated Q4 2014.	Q4-14	0%	257,500	0	257,500	0%
DT-7080-11	Transportation Master Plan Model Calibration	2011	Study completion anticipated Q4 2013.	Q2-14	0%	82,400	0	82,400	0%
DT-7085-13	Parking Management Strategy Study	2013	On-going implementation.	Q4-14	0%	103,000	0	103,000	0%
DT-7086-12	Block 61 Pedestrian Crossing Feasibility & Pre-Design Study	2012	Study completion anticipated Q1 2014.	Q1-14	0%	77,300	0	77,300	0%

Project #	Project Title	Budget Year	Q3-13 Comments	Estimated Project Completion	% Complete	Total Budget	Total Actual	Total Variance	% Budget Spent
DT-7089-13	Stevenson Avenue Construction	2013	Subject to invoicing from Developer. Preparing terms of reference.	Q1-14	0%	412,000	0	412,000	0%
DT-7090-13	Huntington Rd. - Langstaff to Rutherford / Detailed Design	2013	Subject to invoicing from Developer	Q1-14	0%	370,800	0	370,800	0%
DT-7094-12	Water Loss Control System Study	2012	Preparing Terms of Reference. Study completion anticipated Q2 2014.	Q2-14	0%	132,700	0	132,700	0%
DT-7095-12	VMC Underground Pathway System Study	2012	Study completion anticipated Q4 2014.	Q4-14	0%	103,000	0	103,000	0%
DT-7101-13	Vaughan TDM Policy	2013	Study completion anticipated Q4 2014	Q4-14	0%	149,350	0	149,350	0%
DT-7102-13	TMP Communications	2013	Study completion anticipated Q2 2014	Q2-14	0%	25,750	0	25,750	0%
DT-7108-13	School Travel Planning Measures	2013	Study completion anticipated Q4 2014	Q4-14	0%	25,750	0	25,750	0%
DT-7120-13	Black Creek Renewal	2013	Project to commence after VMC EA approved.	Q4-14	0%	1,891,080	0	1,891,080	0%
DT-7121-13	Vaughan Metropolitan Centre NE Storm Water Management Pond	2013	Preparing terms of reference to be provided into the RFP.	Q4-14	0%	630,360	0	630,360	0%
DT-7122-13	Engineering Fee Review Study	2013	Study completion anticipated Q4 2014.	Q4-14	0%	113,300	0	113,300	0%
DT-7126-13	Coldspring Road Construction	2013	Subject to invoicing from Developer. Project deferred pending the results of the Corporate Management Asset Strategy EN-1958-13. Project to be completed in conjunction with Capital project EN-1671-07 Cross Asset Optimization, EN-1997-13	Q1-14	0%	314,150	0	314,150	0%
EN-1778-10	Water Sewer Management System - Consultant's fee for development and implementation with "CAFÉ" model (W&SR)	2010	Implementation of Corporate Asset Management and the Corporate Management Asset Strategy. Related to capital project EN-1854-11. This project update reflects a change in scope following the preliminary engineering phase of EN-1854-11. Anticipated to be tendered in Q2-2014 with construction commencing in Q3-2014.	Q4-17	0%	77,250	0	77,250	0%
EN-1854-13	Storm Water Management Facility - Pine Valley Drive at Club House Road (SR)	2013		Q4-16	0%	1,545,000	0	1,545,000	0%
EN-1862-13	Municipal Structure Inspection and Reporting Biannual inspection program for all bridges and structures (RR)	2013	RFP anticipated in Q4-2013.	Q4-17	0%	123,600	0	123,600	0%
EN-1879-12	Storm Water Management Facility at Gallanough Park (GTR)	2012	EA capital project EN-1769-09 Thornhill Drainage Storm Water Management Facility consolidated into this account in Q1-2013. RFP awarded. Tendering anticipated in Q3-2014 with construction commencing in Q1-2015.	Q4-16	0%	604,616	0	604,616	0%

Project #	Project Title	Budget Year	Q3-13 Comments	Estimated Project Completion	% Complete	Total Budget	Total Actual	Total Variance	% Budget Spent
EN-1880-12	Sidewalk and Streetlighting on Major Mackenzie Drive - McNaughton Rd to Bathurst St (DC)	2012	EN-1880-13 construction consolidated into this account in Q1-2013. Preliminary missing links investigation to commence in Q1-2014 to determine locations that do not require the regional road widening.	Q4-17	0%	1,097,000	0	1,097,000	0%
EN-1881-12	Traffic Signal Installation - - at Woodbridge Ave and Market Lane (DC)	2012	Project pending follow-up traffic study results in Q1-2014.	Q4-15	0%	142,200	0	142,200	0%
EN-1882-12	Pedestrian Signal Installation - - at New Westminster Dr near Westmount Collegiate (DC)	2012	Project pending follow-up traffic study results in Q1-2014.	Q4-15	0%	95,100	0	95,100	0%
EN-1886-12	Bridge Rehabilitation at Humber Bridge Trail Bridge - at Old Major Mackenzie Drive (DF)	2012	EA completed under EN-1719-08 RFP issued in Q3-2013.	Q4-16	0%	154,500	0	154,500	0%
EN-1889-13	Bridge Replacement/ Rehabilitation/ Environmental Assessment # 014401 at King-Vaughan Road - just east of Hwy # 27 (DF)	2013	RFP anticipated in Q1-2014. Construction anticipated in 2016.	Q4-18	0%	154,500	0	154,500	0%
EN-1892-12	Culvert Removal on Peelar Road - at 61 Peelar Road (RR)	2012	Project to be closed in Q4-2013. Project on hold and will be completed in conjunction with future Black Creek remedial works.	0	0%	51,500	0	51,500	0%
EN-1940-13	2014 Pavement Management Program - Phase 1 (DF)	2013	Design has commenced, 50% complete. Construction anticipated in 2014 pending approval of 2014 Capital Budget.	Q4-16	50%	25,750	0	25,750	0%
EN-1941-13	2014 Pavement Management Program - Phase 2 (DF)	2013	Design has commenced, 50% complete. Construction anticipated in 2014 pending approval of 2014 Capital Budget.	Q4-16	50%	25,750	0	25,750	0%
EN-1942-13	2014 Road Rehabilitation and Watermain Replacement - Phase 1 (WR& DF)	2013	RFP awarded. Design 10% complete. Construction anticipated in 2014 pending approval of 2014 Capital Budget.	Q4-16	10%	340,930	0	340,930	0%
EN-1943-13	2014 Road Rehabilitation and Watermain Replacement - Phase 2 (WR & DF)	2013	Design 10% complete. Construction anticipated in 2014 pending approval of 2014 Capital Budget.	Q4-16	10%	241,020	0	241,020	0%

Project #	Project Title	Budget Year	Q3-13 Comments	Estimated Project Completion	% Complete	Total Budget	Total Actual	Total Variance	% Budget Spent
EN-1944-13	2014 Road Rehabilitation and Watermain Replacement - Phase 3 (WR & DF)	2013	Design deferred and to be completed with pending EN-1993-14 Bridge Rehabilitation - Willis Road and possibly with EN-1883-15 Right Turning Lane - Willis Road and Pine Valley Drive. Construction anticipated in 2015 pending approval of 2014 Capital Budget.	Q4-17	0%	103,000	0	103,000	0%
EN-1945-13	Sidewalk and Street Lighting on Regional Road Hwy # 50 - Phase 1 by York/ Peel Region - Hwy # 7 to Ebenezer Road (DC)	2013	EN-1899-12 Street Lighting on Hwy 50 consolidated into this account in Q2-2013. Construction 98% complete. Region of Peel in conjunction with the Region on York to complete works on City's behalf.	Q4-15	98%	329,138	0	329,138	0%
EN-1946-13	Sidewalk and Street Lighting on Regional Road Hwy # 50 - Phase 2 by York/ Peel Region - Ebenezer Road to Old Castlemore Road (DC)	2013	Construction 80% complete. Peel Region completing works on behalf of York Region and City of Vaughan.	Q4-16	80%	432,600	0	432,600	0%
EN-1950-13	Clarence St Slope Stabilization - Ph. 2 - south of Wycliffe Avenue (GTR)	2013	RFP anticipated in Q4-2013. Construction anticipated in 2015 pending approval of 2015 Capital Budget.	Q4-18	0%	100,000	0	100,000	0%
EN-1960-13	Sidewalk on Weston Road - missing links from Steeles Avenue W. to Rutherford Road (DC)	2013	RFP award pending for Q4-2013. Construction anticipated in 2015 pending approval of 2015 Capital Budget.	Q4-17	0%	103,000	0	103,000	0%
EN-1961-13	Sidewalk on Islington Avenue - missing links from Major Mackenzie Drive to Westridge Drive (DC)	2013	Design 20% complete, project to be phased. RFP for Phase 2 for Q1-2014. Construction anticipated in 2014.	Q4-16	0%	180,250	0	180,250	0%
EN-1969-13	Sidewalk on Steeles Avenue West - missing links between Jane Street and new subway station. (DC)	2013	Design start pending for Q1-2014. Construction anticipated in 2015.	Q4-17	0%	61,800	0	61,800	0%
EN-1970-13	Sidewalk and Street/ Walkway Lighting Infil Program in older areas. (GTR)	2013	"Ad-hoc" project in response to residential complaints. Related to EN-1780-09 Sidewalk and Street Lighting Infil Program in older areas	Q4-17	0%	250,000	0	250,000	0%
EN-1971-13	Sanitary Sewer Rehabilitation on Rivermede Road - Keele Street to Bowes Road (SR)	2013	RFP anticipated in Q1-2014. This project will determine the exact limits of work to be undertaken and the type of rehabilitation method that is required for the sanitary sewer. Once the method is determined, Construction funding will be proposed in the 2015 Capital Budget.	Q4-17	0%	51,500	0	51,500	0%

Project #	Project Title	Budget Year	Q3-13 Comments	Estimated Project Completion	% Complete	Total Budget	Total Actual	Total Variance	% Budget Spent
EN-1972-13	Multi-use Pathway (west side only) and Street Lighting on Dufferin Street - Kirby Road to Teston Road (DC)	2013	RFP anticipated in Q1-2014. Sidewalk revised to an Active Transportation Facility (ATF) (Multi-use Pathway) as per master plan. Construction anticipated in 2015 pending approval of 2015 Capital Budget.	Q4-17	0%	144,200	0	144,200	0%
FL-5148-13	Fleet - Two new fuel pumps at JOC	2013	Tender closed, sole bidder was found to be non-compliant. Plan on how to proceed is in early stage	Q1-14	20%	30,900	0	30,900	0%
FL-5235-13	Parks - Replace 1430 with a 10 ft. mower	2013	Pending further discussion with Parks Operations & Forestry Dept.	Q1-14	75%	56,700	0	56,700	0%
FL-5265-13	Parks - Replace 1361 with Benco TU900 tractor/snow plow	2013	Pending further discussion with Parks Operations & Forestry Dept.	Q1-14	50%	200,900	0	200,900	0%
FL-5267-13	Parks - Replace 1341 with 10 ft. outfront mower	2013	Pending further discussion with Parks Operations & Forestry Dept.	Q1-14	75%	56,700	0	56,700	0%
FL-5282-13	Parks - 1 new 10ft winged mower	2013	Pending further discussion with Parks Operations & Forestry Dept.	Q1-14	75%	56,700	0	56,700	0%
FL-5284-13	Parks - 1 new 10ft winged mower	2013	Pending further discussion with Parks Operations & Forestry Dept.	Q1-14	75%	56,700	0	56,700	0%
FL-5287-13	Parks - Forestry/Horticulture - 1 new chipper truck	2013	Initial tender had no compliant bids. Project to be re-tendered in Q4-13.	Q1-14	50%	206,000	0	206,000	0%
FL-5289-13	Public Works - Roads - 1 new regenerative sweeper	2013	New tender released, closing Q4-13	Q2-14	25%	309,000	0	309,000	0%
FR-3556-13	New Engine for Station 75 - Pumper	2013	Design Phase	Q4-14	0%	667,300	0	667,300	0%
FR-3560-12	Station # 71 Cascade - Air Tank	2012	Rfp Process In Progress	Q1-14	0%	77,300	0	77,300	0%
FR-3561-12	Station # 77 Cascade - Air Tank	2012	Rfp Process In Progress	Q1-14	0%	77,300	0	77,300	0%
FR-3563-12	Station #73 Design	2012	In Planning Phase	Q1-14	0%	242,800	0	242,800	0%
FR-3564-13	Station #73 Construction	2013	Will Begin Once Design Approved	Q1-15	0%	4,650,000	0	4,650,000	0%
FR-3565-13	Station #73 Equipment	2013	Contingent Upon The Construction Phase	Q4-14	0%	170,000	0	170,000	0%
FR-3568-13	Station #75 Equipment Purchase for Firefighters	2013	Awaiting Vehicle Purchase	Q4-14	0%	123,100	0	123,100	0%
FR-3580-13	Acquire an Air Supply Unit	2013	Under Review	Q4-14	0%	154,500	0	154,500	0%
FR-3598-13	Replace Freightliner 7956	2013	Design Phase	Q4-14	0%	699,400	0	699,400	0%
FR-3599-13	Expand/Update Crew Quarters - Stn 75	2013	Planning Phase	Q4-14	0%	524,100	0	524,100	0%
FR-3600-13	Replacement - Cascade Air Tank Refiller Stn 73	2013	Rfp Process In Progress	Q1-14	0%	81,000	0	81,000	0%
HR-2516-12	JDE - Position Control Module	2012	The funds have been re-purposed and are now be utilized to complete a data integration project with our benefit provider Great West Life. The remainder of funds will be used to perform an initial analysis to obtain an E-Recruit tool.	0	0%	72,100	0	72,100	0%
PK-6094-13	Don River / Bartley Smith Open Space Trail Development	2013	Planning stages including Trail Walk with TRCA and GPS mapping.	Unknown and TBD	0%	172,500	0	172,500	0%

Project #	Project Title	Budget Year	Q3-13 Comments	Estimated Project Completion	% Complete	Total Budget	Total Actual	Total Variance	% Budget Spent
PK-6304-11	Lady Fenyrose Greenway (LP-N10)	2011	Developer is to complete works to the park block as required within the subdivision agreement. Currently underway. Parks Development to look at adding park specific work once developer works are completed.	Unknown and TBD	0%	81,200	0	81,200	0%
PK-6319-12	Vaughan Metropolitan Centre (V.M.C.) - Millway/Aplewood Park Design	2012	Discussion with Planning, Engineering and TTC staff regarding current status of development and site works for this area. Discussions are ongoing.	Unknown and TBD	0%	206,000	0	206,000	0%
PK-6335-12	Woodbridge College Park - Playground Replacement & Safety Surfacing	2012	Quotation in process.	Unknown and TBD	0%	75,200	0	75,200	0%
PK-6341-12	Rimwood Park - Tennis Court Replacement	2012	Substantially completed Q3-13. Invoices to be processed Q4-13.	Q2-14	95%	67,000	0	67,000	0%
PK-6350-13	Sonoma Heights Community Park - Skateboard Park	2013	RFP process for Skate zone designer is in progress.	Q2-14	0%	153,000	0	153,000	0%
PK-6363-13	Vellore Heritage Square - Parking Lot Drainage	2013	Tender package under production.	Q2-14	0%	87,900	0	87,900	0%
PK-6372-12	Pedestrian & Bicycle Masterplan (Off Road System) - Design	2012	TRCA EA underway for this area. Consultant RFP in production.	Unknown and TBD	1%	92,000	0	92,000	0%
PK-6376-13	Bridge ID# MS29: Pedestrian Bridge Replacement	2013	TRCA permit under development.	Q4-14	0%	57,500	0	57,500	0%
PK-6383-13	Uplands Golf and Ski Centre: Bridge Replacement	2013	TRCA permit under development.	Q4-14	0%	117,415	0	117,415	0%
PK-6384-13	Uplands Golf and Ski Centre: Hiking Trail/Pathways Improvements	2013	Tender package under production.	Q4-14	0%	91,650	0	91,650	0%
PK-6392-13	Don River System Trail Signage (Grant) Bartley Smith Greenway	2013	Trail signage under development.	Q2-14	0%	82,221	0	82,221	0%
PK-6395-13	UV1-N27 Neighborhood Park Design and Construction	2013	Preparing RFP for Landscape Consultant Services. RFP under development. Working with Planning and Engineering to finalize the draft terms of reference.	Unknown and TBD	0%	1,471,408	0	1,471,408	0%
PK-6397-13	VMC23-2 - Vaughan Corporate Center Black Creek Park Design and Construction	2013	Planning and Engineering to finalize the draft terms of reference.	Unknown and TBD	0%	108,650	0	108,650	0%
PK-6439-13	Glen Shields Park - Walkway and Hardscape Improvements	2013	Tender package under production.	Q4-14	0%	193,200	0	193,200	0%
PL-9023-11	Weston Road and Highway 7 Secondary Plan	2011	Ongoing - completion Q4 - 2015	Q4-15	0%	253,000	0	253,000	0%
PL-9027-12	Centre Street West Gateway Secondary Plan	2012	Prep work underway, completion Q4 - 2014	Q4-14	0%	67,400	0	67,400	0%
PL-9530-13	Public Art Program - City Wide	2013	Not commenced - completion Q4 - 2014	Q4-14	0%	199,820	0	199,820	0%
PL-9533-13	New Community Areas Secondary Plan - Block 41	2013	Prep work underway - completion Q2 - 2015	Q2-15	0%	515,000	0	515,000	0%
PL-9535-13	New Community Areas Secondary Plan - Block 27	2013	Prep work underway - completion Q2 - 2015	Q2-15	0%	515,000	0	515,000	0%
PO-6748-13	Relocation of Horticulture Operations	2013	Administered by B&F, tender closing and work to commence in Q4-13	Q3-14	10%	96,305	0	96,305	0%
PW-2028-10	Sediment Removal - Storm Pond	2010	Project underway	Q1-14	0%	300,000	0	300,000	0%

Project #	Project Title	Budget Year	Q3-13 Comments	Estimated Project Completion	% Complete	Total Budget	Total Actual	Total Variance	% Budget Spent
PW-2030-10	Water System Flow Analysis	2010	Project scope under preliminary review	Q1-14	0%	51,500	0	51,500	0%
PW-2034-10	Hope Radio Tower Study & Improvements	2010	Reviewing an independent wireless solution	Q1-14	0%	51,500	0	51,500	0%
PW-2049-12	Thomson Creek Blvd Storm Drainage	2012	Awaiting Permits from TRCA	Q1-14	0%	110,000	0	110,000	0%
PW-2050-12	Avdell Ave Storm Drainage Channel Rehabilitation	2012	Awaiting Permits from TRCA	Q1-14	0%	100,000	0	100,000	0%
PW-2055-13	Double Walled Brine Tanks and Barrier Walls	2013	Specification to be revised and project to be retendered in Q1/14	Q2-14	0%	139,050	0	139,050	0%
PW-2063-13	ICI Water Meter Replacement Program	2013	Data/information collection underway to contemplate specifications/scope of work	Q1-14	0%	206,000	0	206,000	0%
RE-9512-12	Father Ermanno Fitness Centre Equipment	2012	To be completed in conjunction with Father Ermanno Bulfon CC Fitness Expansion (BF-8285-11)	Q4-14	0%	206,000	0	206,000	0%
RI-0069-12	Investment Software	2012	Deferred until Investment Analyst is hired (expected by Q1-2014 - currently under job review).	Q2-14	0%	30,900	0	30,900	0%
Grand Total						51,215,159	0	51,215,159	0%



memorandum
C 3
COMMUNICATION
F&A - Nov. 25/13
ITEM - 5

DATE: NOVEMBER 19, 2013

TO: HONOURABLE MAYOR AND MEMBERS OF COUNCIL

FROM: JOESPH PITTARI, COMMISSIONER STRATEGIC AND CORPORATE SERVICES

SUBJECT: Finance and Administration Committee November 25th, Item # 5
Draft 2014 Budget and 2015-2017 Plan
RE: Additional Information Request Regarding

- Vacant positions
- Unfilled 2013 approved positions
- Extended call taking hours in Access Vaughan and By-law and Compliance

Recommendation:

1. That this communication be received;

At the Finance and Administration Committee meeting on November 12th clarifications and additional information requests were raised by Committee members for consideration at the November 25, 2013 Finance and Administration Committee meeting with respect to motions:

- d) The number of positions within the City's staff complement that have been vacant 12 months or longer;
- e) Identification of positions approved in the 2013 budget that have not yet been filled;
- h) An explanation of why additional resources are requested for extending call taking hours in Access Vaughan and By-law & Compliance, noting the existing dispatch function in Public Works;

This communication responds to items above.

Item d) Currently there are sixteen (16) positions vacant 12 months or longer. However, of the 16, seven (7) are at various stages of the recruitment process. The remaining nine (9) positions vacant 12 months or longer are:

Department	Position	Date Vacancy Initiated	Comments
VFRS	Chief Training Officer	25-October 2012	On hold, position is being back-filled
Develop/Transport Engineering	Construction Liaison / Inspector (TTC/YRRT)	13-February 2012	Position was requested that was to be funded by TTC, however funding was never received and therefore is considered null & void
Develop/Transport Engineering	Water Resource Analyst	7-May 2012	Department finalizing JD for evaluation. Once evaluated position will be posted
Policy Planning	Planner (Zoning By-Law Review Project)	13-February 2012	Project not ready - terms of reference deferred due to OMB appeals
Building Standards	Clerk Typist D	11-April 2011	Dept speaking with HR regarding converting position to F level

Department	Position	Date Vacancy Initiated	Comments
			before posting
Building Standards	Zoning Supervisor (Zoning By-Law Review Project)	13-February 2012	Project not ready - terms of reference deferred due to OMB appeals
Building Standards	Plans Examiner I (Zoning By-Law Review Project)	13-February 2012	Project not ready - terms of reference deferred due to OMB appeals
Recreation and Culture	Aquatic Programmer	22-November 2012	Review underway as part of PSR to determine operational changes to duties.
Recreation and Culture	Fitness Programmer	15-April 2011	NTCC Reviewing the growth numbers in fitness. This FT position may actually be required in Maple CC. FT recruitment will commence soon.

Item e) The number of approved new positions from 2013 that are still vacant is nine (9):

Department	Position	Comments
Develop/Transport Engineering	Transportation Engineer	No one met expectations for the 2nd Trans Eng position during recruitment - working with HR to repost
Develop/Transport Engineering	Senior Engineer VMC (4 year contract)	Working with new Manager of Development Eng to recruit soon
Development Planning	Senior Planner (Zoning By-Law Review Project)	Project not ready - terms of reference deferred due to OMB appeals
Development Planning	Development Planner (Zoning By-Law Review Project)	Project not ready - terms of reference deferred due to OMB appeals
Building Standards	Plans Examiner (Mechanical, Plumbing/ Fire Code)	Being posted in November 2013
Building Standards	Mechanical Building Inspector	Awaiting PSR functional re-alignment outcome
Commissioner of Community Services	Administrative Assistant	Being posted in late November/early December 2013
Parks and Forestry Operations	Arborist II	Awaiting new JD before posting
Parks Development	Landscape Architect VMC	JD is being finalized by new Director before posting

Item h) *An explanation of why additional resources are requested for extending call taking hours in Access Vaughan and By-law & Compliance, noting the existing dispatch function in Public Works.*

Access Vaughan is the front line face and first point of contact for the City. Since its inception, it has integrated with several departments as a means of streamlining processes, generating efficiencies and improving service excellence to citizens. Earlier in 2013, Access Vaughan successfully completed its integration with By-law and Compliance. Upon completion of the integration with By-law and Compliance and the start of the new supervisor of Administrative Services (which oversees Dispatch in Public Works), discussions were initiated between Access Vaughan and Dispatch to assess opportunities for efficiencies.

A majority of the calls received by Dispatch between 4:30 pm and 8:30 pm are common calls consistent with those received during regular work hours by Access Vaughan. A core business objective for Access Vaughan has been to extend hours to enhance citizen satisfaction by providing opportunities to those residents who cannot call during regular work hours. By extending Access Vaughan's hours of operations, it would allow dispatch to focus on core business functions and generate efficiencies by having Access Vaughan manage calls they are currently trained to facilitate service excellence.

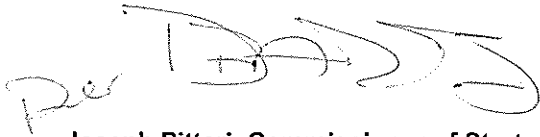
By-law and Compliance hours of operation (as noted on VOL) are 8:30 am to 8:30 pm. However, the department does provide 24hour service (e.g. Parking Control, Animal Services, and the Special Enforcement Unit), yet these units do not have the necessary support to maintain the current level of service. The ARR request by the Bylaw and Compliance department for the support staff include a series of functions including (but not limited to): intake (including front counter service), AMP program, data entry on various software systems, prepare documents for inspectors, conduct corporate searches, departmental email accounts, Council Liaison email account, calls referred directly to bylaw and compliance from other departments (i.e. not Access Vaughan). All of which (despite intake) is beyond the scope of Access Vaughan's service level agreement with Bylaw and Compliance.

The additional resource request for support staff for Bylaw and Compliance could also handle intake starting at 4:30 pm if Access Vaughan does not extend its hours of operation. In order to create efficiencies, the two departments agreed that Access Vaughan amend its ARR to also include coverage for By-law and Compliance intake support with its extended hours.

Since the November 5th 2013 Finance and Administration Committee meeting, leadership from Strategic and Corporate Services and Legal and Administrative Services discussed the matter and confirmed that Access Vaughan's ARR for extended hours would also cover By-law and Compliance's intake for its regular hours of operation. The ARR submitted by Bylaw and Compliance is required to support an existing service and is not a duplication with either Access Vaughan or Dispatch.

Further, the Engineering and Public Works Commission will be completing a functional review of its services in Q4 2013 – Q2 2014. The Commissioner of Engineering and Public Works and Commissioner of Strategic and Corporate Services agreed that the scope of the functional review should include the feasibility of rationalizing the dispatch function in Public Works with Access Vaughan.

Respectfully submitted

A handwritten signature in black ink, appearing to read "Per [illegible] J. Pittari". The signature is stylized with large, sweeping loops.

Joseph Pittari, Commissioner of Strategic and Corporate Services

cc: Barbara Cribbett, City Manager
Jeffrey Abrams, City Clerk
John Henry, Acting Commissioner of Finance & City Treasurer
Paul Jankowski, Commissioner of Engineering and Public Works
MaryLee Farrugia, Commissioner of Legal and Administrative Services
Gus Michaels, Director of By-Law and Compliance
Brian Anthony, Director of Public Works



memorandum

C	4
COMMUNICATION	
F&A -	Nov 25/13
ITEM -	5

Date: November 19th, 2013

TO: Mayor and Members of Council
Senior Management Team

FROM: John Henry, Acting Commissioner of Finance & City Treasurer
Howard Balter, Acting Manager, Operating Budgets

SUBJECT: November 25, 2013 Finance and Administration Committee Meeting

RE: ITEM #5 DRAFT 2014 BUDGET AND 2015-2017 PLAN (Referred)

Recommendation:

1. That this communication be received.

Background

On November 12th, 2013, staff provided the Finance and Administration Committee with the Draft 2014 Budget 2015-2017 Plan. As a result, discussion occurred on specific interest topics for which staff were requested to report back to Committee with additional information. These are reflected in motions 2a to 2j of Item #2 of Report No. 14 of the Finance and Administration Committee.

This communication addresses items b and c of the above motion as listed below.

- b) The number of new positions requested in ARR's categorized by management and union classifications;
- c) A summary of ARR requests using the following categories:
 - i) Type of request: one-time or annual/base;
 - ii) Service level: maintains service level, increases service level, or provides new service level;

The ARR listing provided as part of the Draft 2014 Budget and 2015-2017 Plan was based on staff recommendations using a blend of value and risk. This listing was presented in a prioritized order. Should Council decide to defer ARR(s) to a subsequent year in order to lower the overall tax increase, it is recommended that these deferrals would come from the lower end of the prioritized listing.

Classification of ARR's by position type

The following Table summarizes the breakdown of net FTEs in the ARR's by Union vs. Non-Union. This information is shown by service area.

2014-17 ARR's
Net FTE Summary

Service Area	Total			2014			2015			2016			2017		
	Union	Non-Union	Total	Union	Non-Union	Total	Union	Non-Union	Total	Union	Non-Union	Total	Union	Non-Union	Total
City Manager	31.50	1.69	33.19	4.50	1.69	6.19	1.00	-	1.00	16.00	-	16.00	10.00	-	10.00
Executive Director	-	5.00	5.00	-	4.00	4.00	-	-	-	-	1.00	1.00	-	-	-
City Auditor	-	1.00	1.00	-	1.00	1.00	-	-	-	-	-	-	-	-	-
Community Services	51.06	5.44	56.50	5.26	3.44	8.70	-	-	-	21.87	1.00	22.87	23.93	1.00	24.93
Finance	2.09	4.00	6.09	1.40	1.00	2.40	-	-	-	-	1.00	1.00	0.69	2.00	2.69
Legal and Admin	8.76	8.00	16.76	5.38	8.00	13.38	-	-	-	1.69	-	1.69	1.69	-	1.69
Planning	1.00	1.00	2.00	1.00	1.00	2.00	-	-	-	-	-	-	-	-	-
Engineering & PW	7.00	4.00	11.00	5.00	3.00	8.00	-	-	-	2.00	-	2.00	-	1.00	1.00
Strategic & Corp. Serv.	1.62	15.31	16.93	1.62	5.31	6.93	-	5.00	5.00	-	3.00	3.00	-	2.00	2.00
Library	42.61	4.69	47.30	-	-	-	35.31	3.69	39.00	7.30	1.00	8.30	-	-	-
Total	145.64	50.13	195.77	24.16	28.44	52.60	36.31	8.69	45.00	48.86	7.00	55.86	36.31	6.00	42.31
Percentage of Total	74%	26%	100%	46%	54%	100%	81%	19%	100%	87%	13%	100%	86%	14%	100%

In 2014, the FTE split between Union and Non-Union positions is almost evenly split at 46% and 54% respectively. For 2015 to 2017, Union positions make up over 80% of the ARR requests which are mostly tied to major capital projects (e.g. Libraries, Community Centres and Fire Engines).

Overall for the four year Draft 2014 Budget 2015-2017 Plan, Union positions account for 74% of the ARRs and Non-Union positions account for 26%.

Detailed listings of prioritized ARRs, showing the Union vs Non-Union split are included as Attachments 1 to 4 for years 2014 to 2017 respectively.

Classification of ARRs by One-Time vs. Continuous

The following Table summarizes the ARR listing to differentiate ARR's between one-time requirements and continuous costs permanently added to the City's budget. It should be noted, that most ARR's contain miscellaneous one funding requirements for computers, furniture, etc. These costs are not separated in the analysis which focuses on ARR that are substantially one-time based. Based the below chart the majority of ARR are for continuous funding. Detailed listings of prioritized ARRs, indicating one-time vs. Annual ARRs are included as Attachments 1 to 4 .

ARR Type	2014			2015			2016			2017		
	Net \$	Net Tax %	# of ARRs	Net \$	Net Tax %	# of ARRs	Net \$	Net Tax %	# of ARRs	Net \$	Net Tax %	# of ARRs
One- Time	179,295	0.11%	3	120,000	0.07%	1	-	0.00%	-	214,509	0.11%	3
Continuous	4,411,893	2.81%	67	3,462,318	2.05%	8	4,192,227	2.28%	29	3,712,353	1.88%	21
Total	4,591,188	2.92%	70	3,582,318	2.12%	9	4,192,227	2.28%	29	3,926,862	1.99%	24

Classification of ARRs by Service Level Impact

In consultation with the Interim City Manager and Commissioners, ARRs were categorized in one of three categories:

1. Maintain service level
2. Increase to an existing service level
3. New service level (including Strategic Initiatives)

It should be noted that this exercise was challenging, as the allocation of some ARRs is subjective. The following table summarizes this categorization, showing the number of requests, the net FTE impact and the net dollar and tax increase associated with each of the categories.

ARR Type	2014				2015				2016				2017			
	Net \$	Net Tax %	FTEs	# of ARRs	Net \$	Net Tax %	FTEs	# of ARRs	Net \$	Net Tax %	FTEs	# of ARRs	Net \$	Net Tax %	FTEs	# of ARRs
Maintain Service Level	2,881,958	1.84%	35.54	48	3,120,029	1.85%	41.00	5	3,465,895	1.89%	48.86	22	3,152,711	1.60%	39.76	14
Increase Service Level	1,156,599	0.74%	11.06	14	-	0.00%	-	-	726,332	0.40%	7.00	7	774,151	0.39%	2.55	10
New Service Level	552,631	0.35%	6.00	8	462,289	0.27%	4.00	4	-	0.00%	-	-	-	0.00%	-	-
Total	4,591,188	2.92%	52.60	70	3,582,318	2.12%	45.00	9	4,192,227	2.28%	55.86	29	3,926,862	1.99%	42.31	24

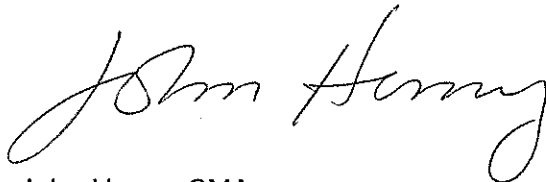
The following table takes the same categorization data and summarizes it showing percentage of total in each of the four years. This table shows:

- In 2014, approximately 63% of the dollar impact is due to ARR for maintaining service levels and this increases to above 80% for the years 2015-17.
- ARRs whose impact would be to increase service levels account for 25% of the total impact in 2014, 0% in 2015, 17% in 2016 and 20% in 2017.
- New service level ARRs account for 12% of the impact in 2014 and 13% in 2015.

ARR Type	2014			2015			2016			2017		
	Net \$ & Tax % Impact	FTEs	# of ARRs	Net \$ & Tax % Impact	FTEs	# of ARRs	Net \$ & Tax % Impact	FTEs	# of ARRs	Net \$ & Tax % Impact	FTEs	# of ARRs
Maintain Service Level	63%	68%	69%	87%	91%	56%	83%	87%	76%	80%	94%	58%
Increase Service Level	25%	21%	20%	0%	0%	0%	17%	13%	24%	20%	6%	42%
New Service Level	12%	11%	11%	13%	9%	44%	0%	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Detailed listings of prioritized ARRs, indicating service level categorizations, are included as Attachments 1 to 4 for years 2014 to 2017 respectively.

Respectfully submitted



John Henry, CMA

Acting Commissioner of Finance and City Treasurer

c: Barbara Cribbett, City Manager
Jeffrey Abrams, City Clerk

2014 Additional Resource Requests

#	Department	Description	Position Type	# of Positions	Union Net FTE	Non-Union Net FTE	One-Time Request	Continuous Requests	Maintain Service Level	Increase Service Level	New Service Level (Incl. Strategic)	Annual Cost	Offsets	2014 Budget Change	Tax Rate % Incr.
Zero Budget Impact ARRs															
A1	Engineering Service	Roads Asset Management Coordinator	FT	1		1.00		✓			✓	108,185	(108,185)	-	0.00%
A2	DevTrans. Eng	Transportation Engineer	FT	1		1.00		✓			✓	123,408	(124,659)	(1,250)	0.00%
A3	PW - Roads	Equipment Operator I	FT	2	2.00				✓			136,021	(136,021)	-	0.00%
A4	DevTrans. Eng	Engineering Assistant	FT	1	1.00				✓			100,661	(100,661)	-	0.00%
A5	DevTrans. Eng	Development Coordinator	FT	1		1.00			✓			113,185	(113,185)	-	0.00%
A6	PW - Roads	Road Patrol Person	FT	1	1.00				✓			83,885	(83,885)	-	0.00%
A7	Engineering Service	Pavement Markings - Rural Roads		-						✓		80,000	(80,000)	-	0.00%
A8	Fleet	Driver and Compliance Trainer	PT	1		0.69			✓			46,353	(46,353)	-	0.00%
A9	DevTrans. Eng	Municipal Service Inspector	FT	1	1.00				✓			103,659	(103,659)	-	0.00%
A10	Eng. Services	Outsource some traffic data collection		-					✓			80,000	(80,000)	-	0.00%
A11	ITM	Reception / Clerk (conversion from PT to FT)	FT	1		0.31			✓			63,450	(63,450)	-	0.00%
A12	PW - Waste	Recyclable paper collection at designated supermail box locations		-						✓		26,000	(26,000)	-	0.00%
A13	DevTrans. Eng	Administrative Assistant	FT	1	1.00				✓			84,181	(84,181)	-	0.00%
A14	City Financial Services	Treasury Clerk E (Cashier/Water)	FT	1	0.40				✓			61,241	(61,241)	-	0.00%
A15	Clerks - Admin	Election Coordinator	FT	1		1.00			✓			121,650	(121,650)	-	0.00%
A16	Clerks - Admin	Council Office Administrator	FT	1		1.00			✓			91,398	(91,398)	-	0.00%
A17	PW - Waste	Transfer FTE from PW-Solid Waste to PW-Water/Waste	FT	1	(1.00)				✓			(89,922)	-	(89,922)	-0.06%
Budget Impact ARRs															
1	Policy Planning	Senior Policy Planner (Extension of 2 YR Contract - 2014-15)	FT-Cont 2 Yr	1		1.00	✓				✓	115,171	-	115,171	0.07%
2	City Manager	Manager of Corporate Asset Management	FT	1		1.00			✓		✓	142,012	(80,947)	61,065	0.04%
3	Fire & Rescue Operations	STN 75 - 6 Firefighters & 4 Captains GAPPED (Oct Start)	FT	10	2.50					✓		347,021	-	347,021	0.22%
4	By-Law and Compliance	Business Analyst Policy and Research Coordinator	FT	-		-				✓		106,692	-	106,692	0.07%
5	Corporate Communications	Communications Coordinator conversion	FT	2		1.00				✓		139,595	(97,833)	41,762	0.03%
6	B&F	B&F Asset Management Coordinator	FT	1		1.00					✓	96,360	-	96,360	0.06%
7	Parks & Forestry Operations	New Park Operating Expenses		-					✓			153,529	-	153,529	0.10%
8	Development Finance & Investment	Development Finance & Investment Analyst	FT	1		1.00				✓		96,850	-	96,850	0.06%
9	Economic & Business Development	Business Development Officer-Advanced Goods Production & Movement	FT	1		1.00				✓		89,976	-	89,976	0.06%
10	B&F	Facility Operator I - Fr. Ermanno CC Expansion	FT	1	1.00					✓		56,849	-	56,849	0.04%
11	Access Vaughan	Citizen Service Representative	PT	2	1.62					✓		110,442	(60,000)	50,442	0.03%
12	HR	Learning & Development Specialist	FT	1		1.00				✓		100,900	-	100,900	0.06%
13	Parks & Forestry Operations	Forestry Arborist II	FT	1	1.00					✓		70,035	-	70,035	0.04%
14	Parks & Forestry Operations	Temporary Seasonal Employees	PT	2	1.38					✓		59,689	-	59,689	0.04%
15	Parks & Forestry Operations	Playground Safety Surface Testing		-					✓			40,000	-	40,000	0.03%

2014 Additional Resource Requests

#	Department	Description	Position Type	# of Positions	Request b.			Request c. i)			Request c. ii)			Annual Cost	Offsets	2014 Budget Change	Tax Rate % Incr.
					Union Net FTE	Non-Union Net FTE		One-Time Request	Continous Requests	Maintain Service Level	Increase Service Level	New Service Level (Incl. Strategic)					
16	Purchasing Services	Senior Technical Clerk (PT Conversion)	FT	1	1.00				✓	✓			74,231	(39,092)	35,139	0.02%	
17	By-Law and Compliance	By-Law and Compliance - Client Services Representatives x 2	FT	2	2.00				✓	✓			119,652	-	119,652	0.08%	
18	B&F	Building and Facilities City-wide Maintenance and Repairs		-					✓	✓			250,000	-	250,000	0.16%	
19	Building Standards	Plans Examiner (Zoning)	FT	1	1.00				✓	✓			86,796	(42,530)	44,266	0.03%	
20	Internal Audit	Internal Audit Coordinator	FT	1		1.00			✓		✓		103,600	(31,698)	71,902	0.05%	
21	Parks & Forestry Operations	Hard Surface Repairs		-					✓	✓			80,000	-	80,000	0.05%	
22	HR	Professional Fees		-					✓	✓			100,000	-	100,000	0.06%	
23	ITM	Client Support Analyst	FT	1		1.00			✓	✓			97,226	-	97,226	0.06%	
24	ITM	Technology Specialists	FT	2		2.00			✓	✓			231,606	-	231,606	0.15%	
25	Parks & Forestry Operations	Courts-Tennis and Basketball		-					✓	✓			15,000	-	15,000	0.01%	
26	Parks & Forestry Operations	Community Services Asset Management Coordinator	FT	1		1.00			✓			✓	106,285	-	106,285	0.07%	
27	Economic & Business Development	Economic Development Coordinator	FT	1		1.00			✓		✓		80,026	-	80,026	0.05%	
28	By-Law and Compliance	Animal Services - Registered Veterinary Technician	FT	1		1.00			✓	✓			83,499	(13,360)	70,139	0.04%	
29	Parks & Forestry Operations	Sod and Seed for Sports Fields		-					✓	✓			25,000	-	25,000	0.02%	
30	B&F	Clerk Typist A (PT Conversion)	FT	1	0.31				✓	✓			45,824	(30,666)	15,158	0.01%	
31	B&F	Preventative Maintenance Mechanic (PT Conversion)	FT	1	0.57				✓	✓			75,485	(28,500)	46,985	0.03%	
32	Fire & Rescue Operations	4 District Chiefs GAPPED (6 Months)	FT	4	2.00				✓		✓		315,692	-	315,692	0.20%	
33	Parks & Forestry Operations	Administrative Clerk (Partial FTE Conversion)	FT	1	0.31				✓	✓			63,686	(34,373)	29,316	0.02%	
34	Parks & Forestry Operations	Irrigation System Maintenance		-					✓	✓			21,000	-	21,000	0.01%	
35	Clerks - Admin	Part-Time Information Processor - Level F	PT	1	0.69				✓	✓			44,229	(1,200)	43,029	0.03%	
36	ITM	Client Support Analyst - Audio/Video	FT	1		1.00			✓		✓		92,253	-	92,253	0.06%	
37	Environmental Sustainability	Climate change adaptation research		-				✓			✓		25,000	(10,876)	14,124	0.01%	
38	Emergency Planning	Emergency Planner (Partial FTE Conversion)	FT	1		0.69			✓		✓		86,453	(6,928)	79,525	0.05%	
39	Parks & Forestry Operations	Fertilizing Parks		-					✓	✓			20,000	-	20,000	0.01%	
40	Parks & Forestry Operations	Booce Court Maintenance		-					✓	✓			65,000	-	65,000	0.04%	
41	By-Law and compliance	Property Standards Officer	FT	2	2.00				✓	✓			178,138	(30,000)	148,138	0.09%	
42	By-Law and Compliance	By-Law and Compliance Supervisor	FT	1		1.00			✓	✓			114,368	-	114,368	0.07%	
43	Clerks - Admin	Strategic Risk Consultant		-				✓			✓		50,000	-	50,000	0.03%	
44	Economic & Business Development	Business Development and Attraction Programs		-					✓		✓		125,000	-	125,000	0.08%	
45	Legal Service - Admin	Legal Counsel - Procurement	FT	1		1.00			✓		✓		156,663	-	156,663	0.10%	
46	Legal Services	Real Estate - Acquisitions	FT	1		1.00			✓	✓			99,910	-	99,910	0.06%	
47	Legal Service - Admin	Law Clerk I	FT	1		1.00			✓	✓			71,797	-	71,797	0.05%	
48	Parks & Forestry Operations	Aerating Parks		-					✓	✓			20,000	-	20,000	0.01%	
49	Legal Service - Admin	Legal Counsel - Development	FT	1		1.00			✓	✓			146,945	-	146,945	0.09%	
50	Clerks - Admin	Part-Time Clerk Typist - Level 3	PT	1	0.69				✓	✓			36,592	(1,200)	35,392	0.02%	
51	Corporate Comm.	Communications Specialist, Website Content Management	FT	1		1.00			✓	✓			89,253	-	89,253	0.06%	
52	Recreation	Customer Service Administration Clerk	PT	1	0.69				✓	✓			19,562	-	19,562	0.01%	
53	Recreation	Overtime for Stat Holidays	FT	1		0.75			✓		✓		50,668	-	50,668	0.03%	
Total of ARR's Recommended by Senior Management Team				71	24.16	28.44	3	67	48	14	8		6,524,918	(1,933,730)	\$ 4,591,188	2.92%	

2014-2017 Additional Resource Request Summary

2015 Additional Resource Requests

#	Department	Description	Position Type	# of Positions	Request b.		Request c. i)		Request c. ii)			2015 Budget Change	Tax Rate % Incr.
					Union Net FTE	Non-Union Net FTE	One-Time Request	Continuous Requests	Maintain Service Level	Increase Service Level	New Service Level (Incl. Strategic)		
1	Strategic Planning	New Vaughan Vision Strategic Plan		-			✓		✓			120,000	0.07%
2	Strategic Planning	Strategic Planning Business Analysis	FT	1		1.00		✓			✓	97,765	0.06%
3	Library	Civic Centre Resource Library - Operations & Staffing	FT+PT	20 FT 31 PT	35.31	3.69		✓	✓			2,812,100	1.61%
4	Fleet	Electric Vehicle Municipal Feasibility Program Pilot		-				✓			✓	15,000	0.00%
5	Fire Training	Training Officer	FT	1	1.00			✓	✓			147,968	0.09%
6	Parks & Forestry Operations	New Park Operating Expenses		-				✓	✓			53,675	0.03%
7	ITM	New Property Tax System	FT	1		1.00		✓	✓			102,586	0.04%
8	ITM	EDMS Business Analyst	FT	2		2.00		✓			✓	239,516	0.14%
9	ITM	EDMS Technical SME	FT	1		1.00		✓			✓	119,758	0.07%
Total of ARR Requests Recognized by Senior Management Team					6	36.31	8.69	1	8	5	4	3,708,368	2.12%

2014-2017 Additional Resource Request Summary

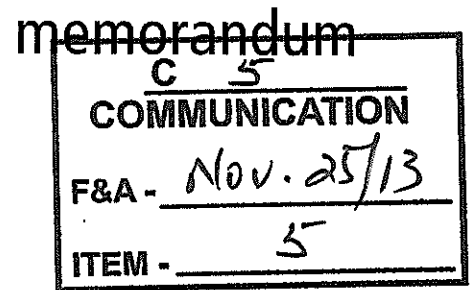
2016 Additional Resource Requests

#	Department	Description	Position Type	# of Positions	Request b.			Request c. i)			Request c. ii)			2016 Budget Change	Tax Rate % Incr.
					Union Net FTE	Non-Union Net FTE	One-Time Request	Continuous Requests	Maintain Service Level	Increase Service Level	New Service Level (Incl. Strategic)	Annual Cost	Offsets		
1	Fire & Rescue Operations	STN 76 - 10 Firefighters (1st Contingent) (GAPPED)	FT	10	10.00			✓	✓			518,689	-	518,689	0.28%
2	B&F	Facility Operator I - Block 11	FT	9	9.00			✓	✓			515,659	-	515,659	0.28%
3	Strategic Planning	On-Line Citizen Public Engagement Survey		-				✓		✓		75,000	-	75,000	0.04%
4	B&F	PT Facility Operator - Carrville	PT	2	1.80			✓	✓			35,449	-	35,449	0.02%
5	Library	Vellere Village South Library	FT/PT	12	7.30	1.00		✓	✓			574,501	(13,800)	560,701	0.31%
6	PW - Roads	Equipment Operator 1	FT	2	2.00			✓	✓			148,269	-	148,269	0.08%
7	B&F	Assistant Foreperson	FT	1	1.00			✓	✓			63,130	-	63,130	0.03%
8	Accounting	Accounting Service - Senior Analyst	FT	1		1.00		✓		✓		105,288	(53,265)	52,023	0.03%
9	ITM	Property Tax System - system maintenance		-				✓	✓			160,000	-	160,000	0.09%
10	Parks & Forestry Operations	New Park Operating Expenses		-				✓	✓			77,631	-	77,631	0.04%
11	Parks & Forestry Operations	Avondale Park (North Maple) - Development & Park Attendants	FT	8	8.00			✓	✓			607,391	0	607,392	0.33%
12	Fire & Rescue Operations	4 District Chiefs GAPPED (6 Months)	FT	4	4.00			✓		✓		317,842	-	317,842	0.17%
13	Parks & Forestry Operations	Boulevard Shrub Bed Summer Student Positions	PT	3	0.69			✓	✓			17,912	-	17,912	0.01%
14	Parks & Forestry Operations	10 Month Horticulture Temp (Shrub Maintenance Crew)	PT	1	0.69			✓	✓			25,956	-	25,956	0.01%
15	By-Law and compliance	Animal Services - Shelter Attendant	FT	1	1.00			✓	✓			58,200	(13,829)	44,371	0.02%
16	Parks & Forestry Operations	Oakbank Pond Maintenance Program		-				✓	✓			75,000	-	75,000	0.04%
17	Emergency Planning	Primary and Alternate EOC Telephone Systems		-				✓		✓		63,390	-	63,390	0.03%
18	Parks & Forestry Operations	Non-selective Weed Spraying Program		-				✓	✓			25,000	-	25,000	0.01%
19	Fire Prevention	Fire Prevention Inspector	FT	1	1.00			✓	✓			95,815	-	95,815	0.05%
20	By-Law and compliance	Animal Services - Shelter Clerk, p/t	PT	1	0.69			✓	✓			31,227	(7,475)	23,752	0.01%
21	HR	HR Specialist, Workplace Health and Safety	FT	1		1.00		✓	✓			121,791	-	121,791	0.07%
22	Parks & Forestry Operations	Contract Services Temp	PT	1	0.69			✓	✓			25,956	-	25,956	0.01%
23	HR	HR Specialist, Absence and Disability Management	FT	1		1.00		✓	✓			93,017	-	93,017	0.05%
24	HR	Human Resources Partner	FT	1		1.00		✓	✓			110,488	-	110,488	0.06%
25	Fire Mechanical	Stores Clerk	FT	1	1.00			✓	✓			65,760	-	65,760	0.04%
26	Corporate Comm.	Communications Specialist, Client Services	FT	1		1.00		✓	✓			89,917	-	89,917	0.05%
27	Cultural Services	Cultural Services Events Coordinator	FT	1		1.00		✓	✓			92,317	-	92,317	0.05%
28	Cultural Services	Arts & Culture Marketing Material		-				✓	✓			60,000	-	60,000	0.03%
29	Parks & Forestry Operations	Additional GPS Units		-				✓	✓			30,000	-	30,000	0.02%
Total of ARRs Recognized by Senior Management Team				63	48.86	7.00	-	29	22	7	-	4,280,595	(88,369)	4,192,227	2.28%

2014-2017 Additional Resource Request Summary

2017 Additional Resource Requests

#	Department	Description	Position Type	# of Positions	Request b.			Request c. i)			Request c. ii)			2017 Budget Change	Tax Rate % Incr.
					Union Net FTE	Non-Union Net FTE	One-Time Request	Continuous Requests	Maintain Service Level	Increase Service Level	New Service Level (Incl. Strategic)	Annual Cost	Offsets		
1	Fire & Rescue Operations	STN 76 - 10 Firefighters + 4 Captains (2nd Contingent) (GAPPED)	FT	10	10.00			✓	✓			655,360	-	655,360	0.33%
2	B&F	B&F staff for future Community Centre Block 40/41/42	FT	13	12.69			✓	✓			818,409	-	818,409	0.42%
3	Innovation & Continuous Improvement	Business Change Consultant	FT	1		1.00		✓	✓			99,394	-	99,394	0.05%
4	Recreation	Block 11 Community Centre - 5 ARRs	FT+PT	9	8.69			✓	✓			720,636	-	720,636	0.37%
5	Budgeting & Financial Planning	Senior Capital and Reserve Analyst	FT	1		1.00		✓	✓			109,314	-	109,314	0.08%
6	Parks & Forestry Operations	New Park Operating Expenses		-				✓	✓			226,000	-	226,000	0.11%
7	Budgeting & Financial Planning	Senior Budget Analyst	FT	1		1.00		✓	✓			108,789	-	108,789	0.06%
8	HR	Administrative Coordinator	FT	1		1.00		✓	✓			84,281	-	84,281	0.04%
9	B&F	Technical Clerk	FT	1	1.00			✓	✓			72,923	-	72,923	0.04%
10	Cultural Services	Diversity & Inclusivity Signage and Communication Program		-				✓		✓		75,000	-	75,000	0.04%
11	Cultural Services	Additional funding for Special Events		-				✓		✓		30,000	-	30,000	0.02%
12	Reserves & Investments	PT - Development Administration Assistant	PT	1	0.69			✓	✓			39,481	-	39,481	0.02%
13	Recreation	City Hall Corporate Liaison Coordinator (TEMPORARY)	FT-Cont 3 Yr	1		1.00	✓			✓		89,629	-	89,629	0.05%
14	City Clerk	Licensing Officer	PT	1	0.69			✓	✓			52,739	-	52,739	0.03%
15	By-Law and compliance	Enforcement - Clerk D	FT	1	1.00			✓	✓			60,505	-	60,505	0.03%
16	Cultural Services	Aboriginal Facilitation & Coordination Support		-			✓			✓		30,000	-	30,000	0.02%
17	HR	Awards Budget Increase		-				✓		✓		15,000	-	15,000	0.01%
18	PW - Admin	Operations Review Analyst	FT-Cont 1 Yr	1		1.00	✓		✓			94,880	-	94,880	0.05%
19	Parks & Forestry Operations	City Assisted Tournament Funding		-				✓		✓		12,000	-	12,000	0.01%
20	Emergency Planning	Public Awareness-PrepE Initiative Budget Increase		-				✓		✓		45,200	-	45,200	0.02%
21	Cultural Services	Concert Series Launch at City Hall		-				✓		✓		10,000	-	10,000	0.01%
22	Cultural Services	Additional Funding for Recognition Events		-				✓	✓			10,000	-	10,000	0.01%
23	Parks & Forestry Operations	Increased Frequency in grass cutting		-				✓		✓		388,500	-	388,500	0.20%
24	Recreation	Open to Youth Pilot Project	FT+PT	4	1.55			✓		✓		78,822	-	78,822	0.04%
Total of ARRs Recognized by Senior Management Team					46	36.31	6.00	3	21	14	10	3,926,862	-	3,926,862	1.95%



DATE: November 22, 2013

TO: Mayor and Members of Council

RE: **FINANCE AND ADMINISTRATION MEETING – NOVEMBER 25, 2013**
REPORT 16, ITEM 5
CORPORATE ASSET MANAGEMENT STRATEGY
ADDITIONAL RESOURCE REQUESTS

Recommendation

The Commissioner of Engineering and Public Works and the Director of Engineering Services recommends:

1. That this report be received for information.

Background - Analysis and Options

The Finance and Administration Committee, at its meeting of November 12, 2013, deferred Item 1 of Finance and Administration Committee Report No.14 – Draft 2014 Budget and 2015-2017 Plan, to continue deliberations, and requested additional information on the following:

“An explanation of the hierarchy of positions requested as part of the Asset Management project”

The City has embarked on a multi-year phased Corporate Asset Management Strategy (CAMS) to develop and implement leading asset management principles and practices focused on improving overall efficiencies and effectiveness in delivering services to its citizens. The objective of CAMS is to achieve the lowest total lifecycle cost of ownership of infrastructure assets, while continuously delivering services at a level that citizens and stakeholders require and are willing to pay for, at an acceptable level of risk to the community.

A hybrid model was the recommended organizational structure to support the implementation of the Corporate Asset Management Strategy, and is reflective of the evolution of general municipal and governmental practices.

At the meeting held on October 8, 2013, Council approved the recommended framework contained within the Corporate Asset Management Strategy report. One of the items addressed within this report is staffing to continue the successful implementation of the strategy.

The preferred organizational model must ensure clear accountability for all aspects of the asset management functions; tactical (everyday), operational (1-3 year planning/budgeting), strategic decision making and integrated data collection (longer-term planning/programming/forecasting), reporting and corporate monitoring. It should also reflect appropriate division of work into logical units and provide for appropriate co-ordination and control of the work.

A hybrid model has been developed based on the experiences of leading industry practitioners. This structure depicts a centralized Asset Management Office that would provide strategic leadership within the City. Leadership of the tactical and operational activities would remain within the appropriate program

areas, and coordinated by dedicated Asset Management Coordinator positions. Figure 1 illustrates the proposed structure.

This structure allows for the coordination of the everyday tactical and operational decision making integral to effective asset management at the program level. It properly identifies accountability for the reporting of the investments and asset improvements made every day at the program level.

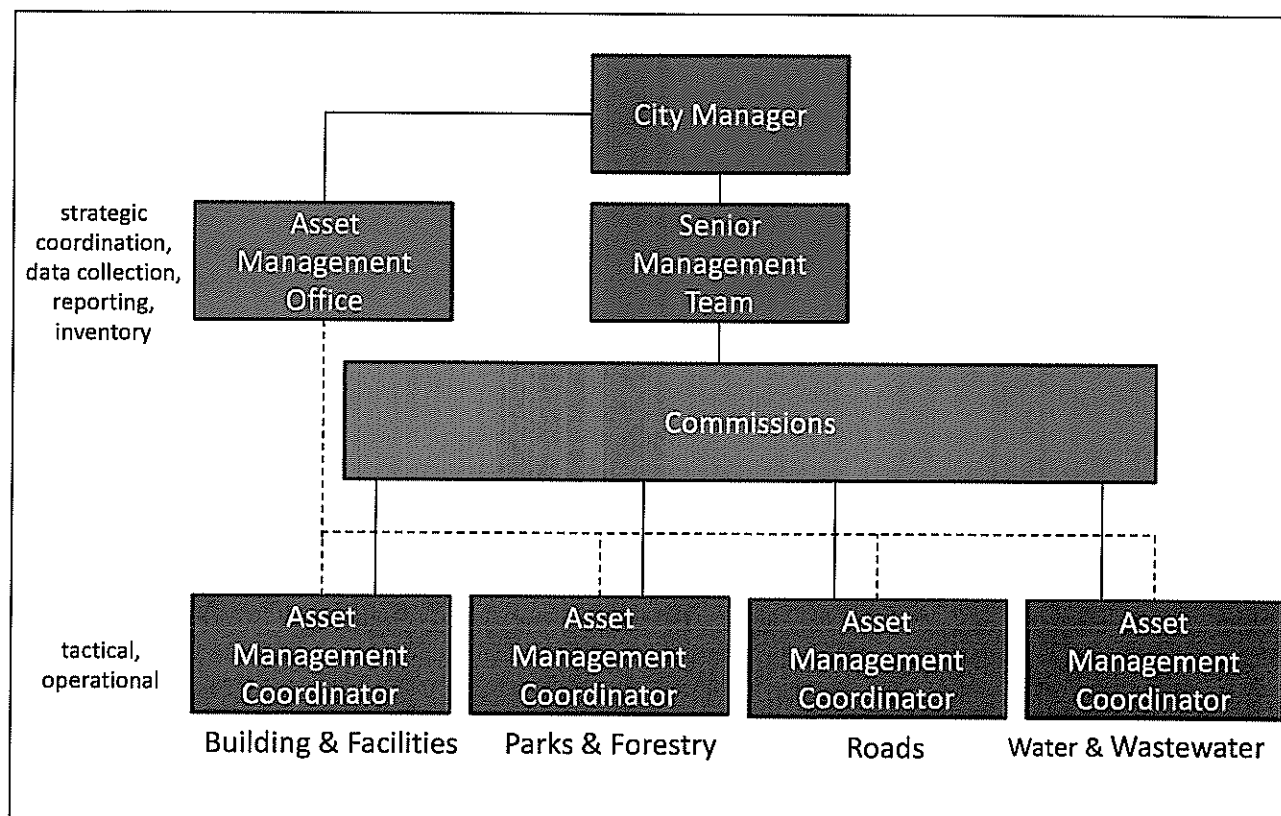


Figure 1 – Recommended Organizational Structure

A critical component of the hybrid organizational model was the creation of an Asset Management Office, led by the Manager of Corporate Asset Management

The recommended organizational design includes the establishment of a new Asset Management Office (AMO) along with a new leadership position (Manager of Corporate Asset Management). The AMO will lead the implementation of the Corporate Asset Management Strategy (CAMS) through the remaining phases. Key projects for consideration as part of the 2014 Budget Deliberations are the Asset Management System along with the Computerized Work Management Systems. The implementation of these enterprise systems are significant milestones in CAMS.

The Asset Management Office will be responsible for the Corporate Asset Management Policy. This Policy provides the framework which enables CAMS and the specific objectives, targets and plans. The Policy also provides guidance in the continuous improvement of processes and practices, data and systems, and the organization and the people within it, as it relates to asset management. The AMO will work with the program area leads in the various City Commissions to formalize functions, practices and responsibilities associated with the management of the portfolio of assets used to support delivery of services. The Asset Management Office will also champion how asset management will broadly be

undertaken across the various departments in support of the linkage to the organization as a whole. A Manager's title was initially identified as the lead for the Asset Management Office, which is in keeping with leading industry trends; however, through the development of the job description and the defined responsibilities, the position title will be reviewed.

Asset Management Co-ordinators were identified for each of the four major asset classes reporting within the operating commissions.

A broad knowledge of asset management currently exists within the organization. An essential component of the hybrid model is the creation of Asset Management Coordinators within the program areas within the various City Commissions (namely Community Services and Engineering and Public Works). Maintaining these asset management responsibilities in the program areas acknowledges and leverages the existing skills and expertise areas of asset management for staff within these Commissions. The Asset Management Co-ordinators will be the "power users" within the organization; acting as department leads and working collaboratively with the Asset Management Office. This relationship is depicted with a dotted line in Figure-1.

The hybrid model acknowledges the strengths of management and staff currently involved in asset management, yet creates a greater sense of ownership and supports opportunities for further enhancing skills within the program areas. In summary, the Asset Management Coordinators will:

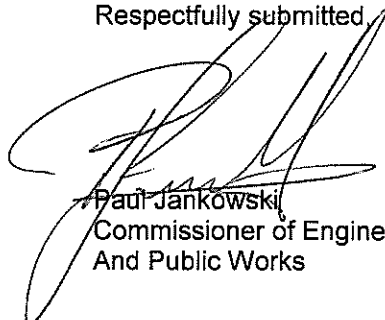
- Coordinate the development of departmental input into CAMS
- Coordinate the development of the Capital Programs by each department
- Provide support and direction for asset management continuous improvement projects
- Coordinate asset management skills development and
- Participate in regular corporate asset management team meetings

The recommended hybrid model provides an organizational structure that supports a successful implementation of the Corporate Asset Management Strategy, and the flexibility to support and adapt to the future asset management needs at the City.


Report prepared by:

Jack Graziosi, Director of Engineering Services ext. 8201

Respectfully submitted,



Paul Jankowski
Commissioner of Engineering
And Public Works



Jack Graziosi.
Director of Engineering Services

DATE: November 19, 2013

TO: Honourable Mayor Bevilacqua and Members of Council

FROM: Paul Jankowski, P. Eng.
Commissioner of Engineering & Public Works

RE: **COMMUNICATION - REPORT NO. 14 OF THE FINANCE AND
ADMINISTRATION COMMITTEE**

C 6
COMMUNICATION
F&A - Nov. 25/13
ITEM - 5

Additional Information - Recycling Containers at Canada Post Mail Boxes

Recommendation:

The Commissioner of Engineering and Public Works recommends:

1. That this report be received for information

Background:

As part of the 2014 budget submissions, an Additional Resource Request was submitted to provide for the installation of specially designed recycling containers at approximately 150 "problem" Canada Post mail box locations across the City of Vaughan. The intent of the program is to provide residents a means to properly recycle unwanted admail and other recyclable papers on-site, instead of leaving them on the ground and littering the adjacent area. This proposal was originally submitted in 2010 (for the 2011 budget year), but has not yet been approved due to other more pressing needs of the City.

Vaughan's previous initiatives to reduce litter and Canada Post mail boxes

Previous to the submission of the proposal in 2010 for 'Recyclable Paper Collection at Canada Post Super Mail Box Locations', the City engaged in a number of initiatives to reduce litter issues at Canada Post locations. These initiatives, to date, had limited success.

Some of these initiatives included:

- Placement of anti-littering signs (in partnership with Canada Post) at designated super mail box locations (ongoing);
- Promotion and Education through our website, newsletters, and annual waste collection calendar reminding residents of options to properly dispose of unwanted mail and / or to participate in the 'red-dot' program (ongoing);
- Door to door literature in the communities surrounding problematic mail box locations; and,
- Working with Canada Post and special interest groups such as local ratepayer associations.

Residents also took matters into their own hands and placed standard curbside blue boxes at some of the community mail box locations. These were often vandalized or stolen and contributed to incidences of illegal dumping. In addition, without a cover, the material ended up blowing out of the container, thereby having little impact on reducing litter, or increasing waste diversion.

Other municipalities are experiencing the same issues at Canada Post mail boxes

Several municipalities now offer recycling at super mailbox locations. The Town of Markham implemented a pilot program for recycling containers at super mailboxes in 2009, and started rolling it out to all mailboxes in 2012. Their web site indicates there are approximately 1,500 containers currently in service across the City at Canada Post mail box locations.

In Richmond Hill, a two-phase pilot program has been developed prior to a potential Town-wide implementation.

Phase one of the pilot program has been developed to test various containers at 54 selected super mailboxes (9 in each ward; roughly 3.5% of the Town's super mailbox locations). This pilot was included in their 2012 budget. An additional 54 units are to be deployed in 2013 as phase two of the pilot project. Recommendations will be made at the end of the two year pilot.

It is staff's understanding that the City of Brampton released a Request For Proposal in June 2012 for containers to be installed at super mailbox sites, though no further information on this project is available at this time.

Vaughan's project would allow for approximately 150 locations to be identified and measured for effectiveness

As noted previously, the proposal is to provide recycling containers at approximately 150 locations, depending upon need, and final bid prices for the units. This does not necessarily mean all the units would be installed at one time. As was mentioned at the meeting of November 12, 2013, the issue of litter at the Canada Post mail boxes impacts residents in every Ward; however, some locations seem to generate more complaints than others. Using input from the Mayor and Members of Council, along with historical complaint data, specific locations would be selected to implement this initiative in all Wards across the City. The program's success would be assessed by measuring the impact these units had in terms of additional recyclable tonnage collected, and, reduced litter at the Canada Post mail boxes.

City-wide implementation costs could be phased in to reduce the financial impacts of this new initiative

At its meeting of November 12, 2013, the Finance and Administration Committee requested additional information with respect to the potential cost of a City-wide roll-out of this program.

In 2004, a staff count of community mail box locations was taken. Approximately 625 locations were identified. Since then, the number of freehold single family households has increased by approximately 22%. The vast majority of this new growth is serviced by community mail boxes. Staff estimate the total number of recycling units required to service the City now to be between 1,000 and 1,100.

The capital cost to purchase and install 150 recycling units has been estimated at \$146,775, and the collection costs have been estimated to be \$26,000 per year. If all community mail box locations were to be serviced with the proposed recycling units, the estimated total capital costs would be \$978,500 with annual operating costs of approximately \$173,330. Final costs would be dependent upon the bid prices, and total number of units deployed.

Should the initial program prove successful in achieving the desired results of increased waste diversion and reduced litter at Canada Post mail boxes, a City-wide roll-out could be phased in over several years, in order to reduce the above noted annual financial impacts.



memorandum

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Paul Jankowski', written over the printed name.

Paul Jankowski, P. Eng.
Commissioner of Engineering & Public Works

BTA/



memorandum

DATE: November 19, 2013
TO: Mayor and Members of Council
RE: **FINANCE AND ADMINISTRATION MEETING – NOVEMBER 25, 2013**
REPORT 16, ITEM 5
REQUEST FOR MUNICIPAL SERVICING - MILLWOOD ESTATES COMMUNITY
WARD 3

C	7
COMMUNICATION	
F&A -	Nov. 25/13
ITEM -	5

Recommendation

The Commissioner of Engineering and Public Works and the Director of Engineering Services recommends:

1. That this report be received for information.

Economic Impact

There is no direct economic impact as a result of this report.

The estimated cost to initiate design for watermains or sanitary sewer servicing are approximately \$150,000 and \$280,000, respectively. Preliminary costs of construction have been estimated at approximately \$1.35M for the water system and \$2.52M for the sanitary system. A project to initiate servicing in Millwood Estates has not been previously identified by staff through a Capital Budget submission.

Background - Analysis and Options

The Finance and Administration Committee, at its meeting of November 12, 2013, deferred Item 1 of Finance and Administration Committee Report No.14 – Draft 2014 Budget and 2015-2017 Plan, to continue deliberations and requested additional information on the following:

“An assessment of the financial and other implications of addressing the requests for municipal servicing in the Millwood Estates community”.

The Millwood Estates subdivision was first developed in 1972 with limited municipal services.

The Millwood Estates community is located north of Major Mackenzie Drive, east of Pine Valley Drive and is comprised of Millwood Parkway, Millwood Court and Petermar Drive.

The subdivision was first developed in 1972 and is presently comprised of 37 residential properties. At the time that the community was being developed, servicing was not readily available. Millwood Estates is not currently serviced by municipal water, storm or sanitary sewers. As a result, storm water is managed through roadside ditches. Potable water and sanitary services are the responsibility of the individual homeowners, and are accomplished using private wells and septic systems.

Further to the deputation made by Mr. Tim Sorochinsky of the Millwood-Woodend Ratepayers Association, at the November 12, 2013 meeting of the Finance and Administration Committee, staff has reviewed the feasibility for servicing the community.

Capacity exists within the local water supply network and the sanitary sewer collection system to service the Millwood Estates subdivision.

Municipal Water Servicing

A potable municipal water supply can be provided from the existing watermain located on Via Campanile, south of Major Mackenzie Drive. Extension of the existing water system to service the Millwood Estates subdivision would require:

- watermain pipe - 300mm and 150mm diameter PVC pipe
- fire hydrants - at proper spacing for fire protection
- main line water valves and chambers - as per the City's Design Criteria, and
- water services – 25mm diameter copper pipe, for each property (installed up to the municipal property line)

Based on the above mentioned requirements, the estimated cost for the design and construction of the proposed municipal water system for Millwood Estates is approximately \$1.5M.

Municipal Sanitary Servicing

Sanitary sewage collection can be provided to the community by connecting to the existing sanitary sewer located on Pine Valley Drive, approximately 400m south of Major Mackenzie Drive. The proposed sanitary system would require:

- sanitary sewers – 300mm and 250mm diameter PVC pipe (appropriate sizing to be determined through detailed design)
- sewer maintenance holes - as per the City's Design Criteria
- sanitary services – 125mm diameter PVC pipe, for each property (installed up to the municipal property line)
- a forcemain and pumping station will be required to connect to the nearest sanitary sewer on Pine Valley Drive (appropriate sizing to be determined through detailed design)

Based on the above mentioned requirements, the estimated cost for the design and construction of the proposed municipal sanitary system for Millwood Estates is approximately \$2.8M.

Cost benefits and reduced impact could be achieved by constructing both municipal water distribution and sanitary sewer systems

The Millwood Estates community has requested the City to only install municipal water services at this time. While a review of current regulations was carried out and no requirements were identified for both water and sanitary servicing, staff experience has demonstrated that there are benefits to bundling servicing within a community. The construction of a water distribution system and a sanitary sewer system combined into one contract would reduce overall costs and minimize impact to residents.

The cost of providing municipal water and sanitary servicing shall be borne by the property owners of the Millwood Estates subdivision

The introduction of new water and sanitary sewer services will enhance the level of service, provided by the City, for residents of Millwood Estates. As a result, the cost of the new municipal infrastructure would normally be funded solely by the community, through a special area charge. Costs to property owners would be individually determined and apportioned based on the assessed property value.

The following provides an overview of the implementation process for new municipal infrastructure requests, carried out through a special area charge:

1. Petition from the community requesting infrastructure to be submitted to the City
2. City will review and assess the technical feasibility of the request and prepare a preliminary cost estimate
3. The City will host a Public Meeting/Open House(s) to provide information and answer questions with respect to the undertaking
4. The City will circulate a survey to the community, outlining the scope of the new municipal infrastructure request.
5. The survey will require at least two-thirds, in number of the owners, representing at least one-half of the value of the lots liable to be specially assessed.
6. The City of will put forward a budget request to undertake the detailed design of the project and secure funding for construction
7. Once the detailed design has been completed, the City will provide the community with the estimated cost of work.
8. A second survey for work shall be signed by at least two-thirds in number of the owners representing at least one-half of the value of the lots liable to be specially assessed.
9. Council will enact the necessary By-law to commence construction
10. Construction will be carried out
11. Following construction completion, final costs are calculated
12. Updated cost apportionment will be determined
13. Follow-up By-Law, to recover costs, will be brought forward to Council

A project to provide servicing to Millwood Estates has not been previously identified nor submitted as part of a Capital Budget plan. Should such a project, to only initiate design, be considered as part of the 2014 Budget Deliberations, this project would be considered a low priority in relation to the other projects submitted. Furthermore, given the complexities associated with special area charge projects, staff anticipate a minimum of 2 years would be needed before the project would advance to construction.

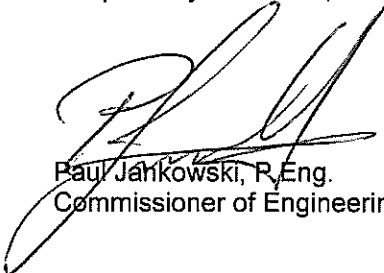
Attachments

1. Location Map – Millwood Estates Community

Report prepared by:

Vince Musacchio, P.Eng, PMP, Manager – Capital Planning and Infrastructure, ext. 8311

Respectfully submitted,



Paul Jankowski, P.Eng.
Commissioner of Engineering and Public Works



Jack Graziosi, P.Eng
Director of Engineering Services

ATTACHMENT No. 1



MILLWOOD ESTATES Municipal Services for Millwood Community

LEGEND

 SUBJECT LANDS

Note: Aerial photography acquired in spring 2012



NOT TO SCALE

C	8
COMMUNICATION	
F&A -	Nov. 25/13
ITEM -	5

DATE: November 19, 2013

TO: Mayor and Members of Council

RE: **FINANCE AND ADMINISTRATION MEETING – NOVEMBER 25, 2013**
REPORT 16, ITEM 5
PEDESTRIAN LINKAGES IN WEST WOODBRIDGE
WARD 2

Recommendation

The Commissioner of Engineering and Public Works and the Director of Engineering Services recommends:

1. That this report be received for information.

Economic Impact

There is no direct economic impact as a result of this report.

Project No. EN-1949-17, "Pedestrian Link Feasibility Study", has been submitted in the amount of \$50,000.00 as part of the 2014 Capital Budget to be funded through taxation. The project is identified to be undertaken in 2017.

This project request is to fund the procurement of a consultant to complete pedestrian link feasibility studies at Highway 27 and the Canadian Pacific Rail (CPR) Bridge (refer to Attachment 1) and at Woodbridge Avenue and the CPR Bridge (refer to Attachment 2). Separating the two feasibility studies will increase the overall cost by \$10,000. An explanation of the funding requirement is provided in the Background – Analysis and Options section of this report.

Background - Analysis and Options

The Finance and Administration Committee, at its meeting of November 12, 2013, deferred Item 1 of Finance and Administration Committee Report No.14 – Draft 2014 Budget and 2015-2017, to continue deliberations, and requested additional information on the following:

"The potential to separate into two projects the Feasibility Study for the CP pedestrian underpasses at both Highway 27 and Woodbridge Avenue to provide for the possibility of moving one project ahead of the other"

At its meeting on June 26, 2012, (Item 39, Report No. 29), Council directed:

"That staff investigate the feasibility of a less expensive sidewalk tunnel under-pass crossing and report back to the Finance and Administration Committee for discussion as part of the 2013 budget process."

In order to investigate the feasibility of sidewalk tunnel under-pass crossings, detailed, site specific analyses must be completed at both the Highway 27 and the Canadian Pacific Rail (CPR) Bridge as well as the Woodbridge Avenue and the CPR Bridge. Project No. EN-1949-13, "Pedestrian Link Feasibility Study", was submitted as part of the 2013 Budget to complete pedestrian link studies at the above

mentioned locations. Following staff's prioritization of tax funded capital projects, Council approved the inclusion of this project in the 2012 program year, as part of the approved 2013 budget and outlook. This project had been prioritized for consideration for the 2017 capital budget.

The prioritization of all future capital projects was again reviewed by staff in the preparation of the 2014 capital budget and outlook. The priority of Project No. EN-1949-17, "Pedestrian Link Feasibility Study", remained unchanged, and the project has again been included in the outlook recommended for 2017 implementation.

The cost estimate of \$50,000 for the project reflects cost savings that could be achieved by combining the two studies into a single assignment. Rationale for the cost savings includes:

1. The close proximity of these two sites would create efficiencies for a consultant and reduce the number of site visits required, as both sites could be assessed during one site visit.
2. An overall reduction in the number of meetings between the City and a consultant.
3. An overall reduction in costs associated with reporting as only one report would need to be generated.

It is estimated that separating the pedestrian link feasibility studies into two separate projects would result in an overall cost increase of approximately \$10,000. The following cost estimates represent the individual project costs for separating the studies:

- \$30k for the Highway 27 and CPR bridge pedestrian link feasibility study
- \$30k for the Woodbridge Avenue and CPR bridge pedestrian link feasibility study

While there is opportunity to separate the two pedestrian link feasibility studies into separate projects, staff estimate that this will result in an overall increase in costs. In addition, as the funding source for these projects is taxation, the prioritization of these projects would remain unchanged with an outlook for 2017 implementation.


Attachments

1. Location Map – Highway 27 and CPR Bridge
2. Location Map – Woodbridge Avenue and CPR Bridge
3. Extract from Council Meeting Minutes of June 26, 2012 (Item 39, Report No. 29).


Report prepared by:

Vince Musacchio, P.Eng, PMP, Manager – Capital Planning and Infrastructure, ext. 8311

Respectfully submitted,

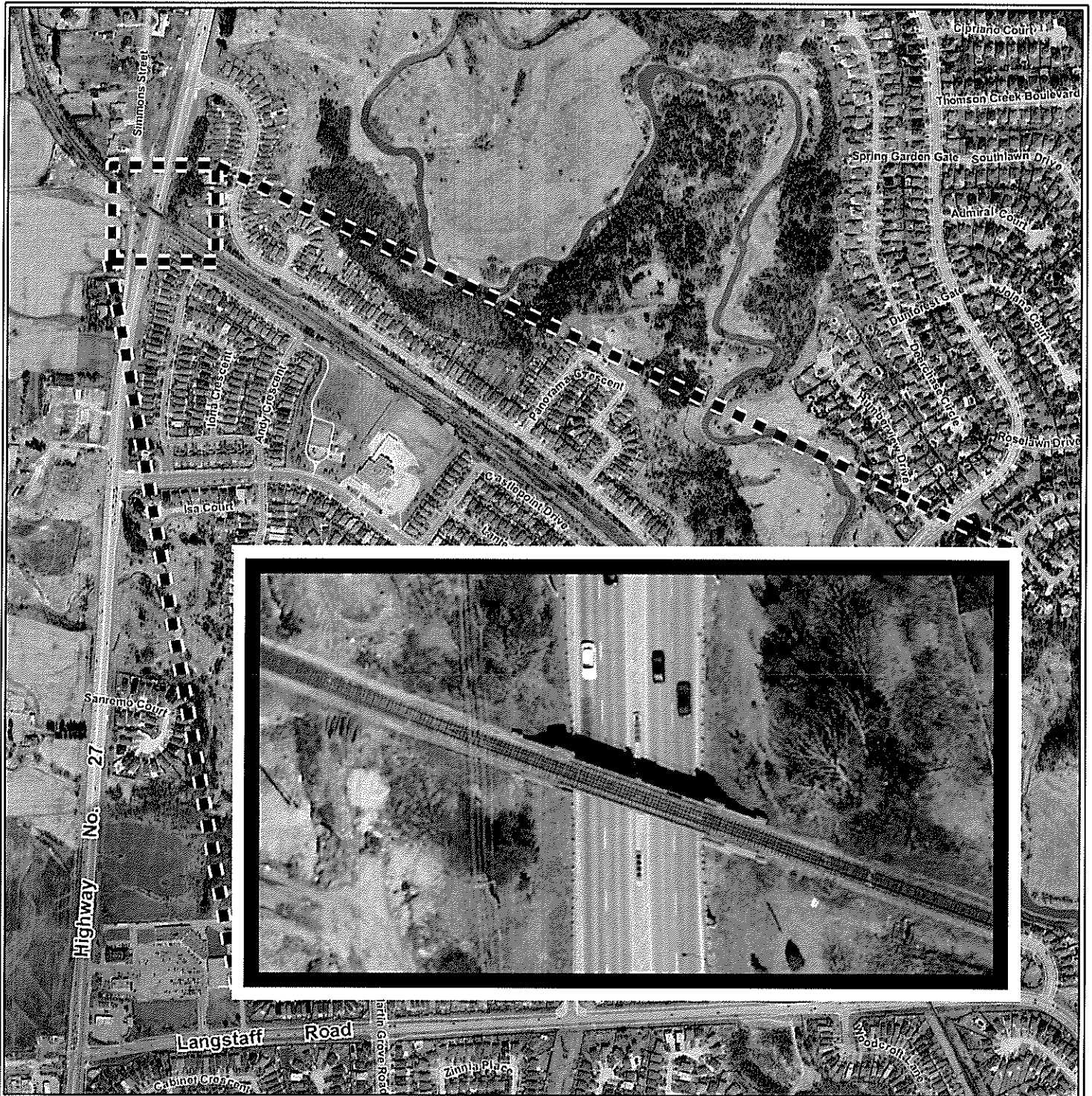


Paul Jankowski
Commissioner of Engineering
And Public Works



Jack Graziosi.
Director of Engineering Services

ATTACHMENT No. 1

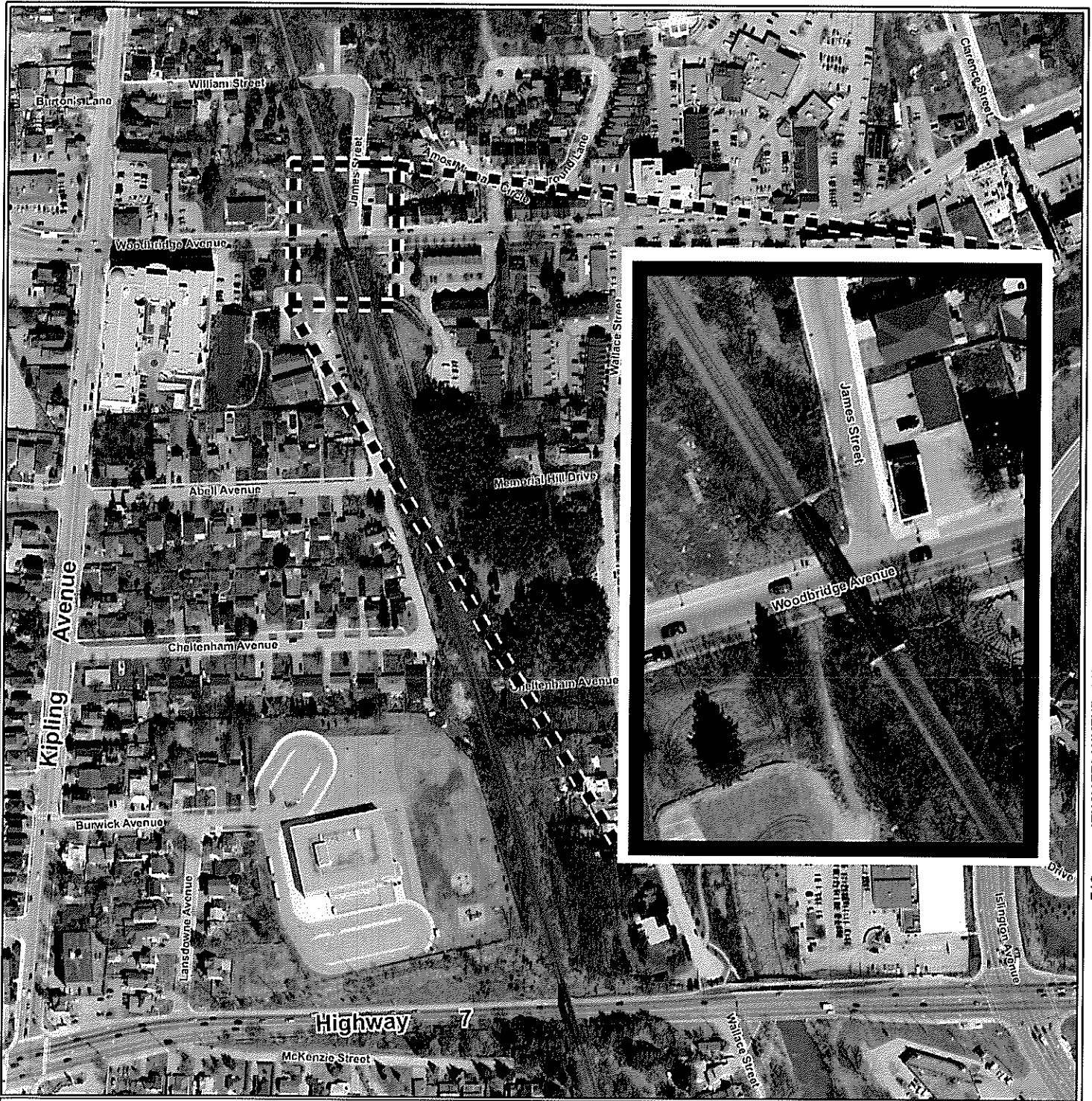


LOCATION MAP PEDESTRIAN LINKAGES ALONG HIGHWAY 27 AT CANADIAN PACIFIC RAIL



NOT TO SCALE

ATTACHMENT No. 2



LOCATION MAP PEDESTRIAN LINKAGES ALONG WOODBRIDGE AVENUE AT CANADIAN PACIFIC RAIL



NOT TO SCALE

ATTACHMENT NO. 3

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 26, 2012

Item 39, Report No. 29, of the Committee of the Whole, which was adopted without amendment by the Council of the City of Vaughan on June 26, 2012.

39

PEDESTRIAN LINKAGES IN WEST WOODBRIDGE WARD 2

The Committee of the Whole recommends:

- 1) That the recommendation contained in the following report of the Commissioner of Engineering and Public Works, dated June 19, 2012, be approved; and
- 2) That staff investigate the feasibility of a less expensive sidewalk tunnel under-pass crossing and report back to the Finance and Administration Committee for discussion as part of the 2013 budget process.

Recommendation

The Commissioner of Engineering and Public Works recommends:

1. That the City plan for integrating a sidewalk facility with the future designs for a new railway bridge over Highway 27 to be undertaken by Regional Municipality of York, Canadian Pacific Railway, or Metrolinx in the future, as identified in Alternative 3 within the Background – Analysis and Options of this report; and
2. That the City continue to monitor the pedestrian activity in the area.

Contribution to Sustainability

The purpose of the report is to review the feasibility of constructing pedestrian links that will promote and improve pedestrian movements between Royalpark Way and Martin Grove Road. As such, the installation of this link is consistent with Green Directions Vaughan Goal #3: To ensure that Vaughan is a City that is easy to get around with low environmental impacts, in particular Objectives 3.1 and 3.2.

Objective 3.1 To develop and sustain a network of sidewalks, paths and trails that supports all modes of non-vehicular transportation.

Objective 3.2 To develop and sustain a network of roads that supports efficient and accessible public and private transit.

Economic Impact

There is no direct economic impact as a result of this report. However, the options outlined in this report will assist Council in determining the feasibility of implementing pedestrian link(s) between Royalpark Way and Martin Grove Road.

Communications Plan

A communication plan has not been developed as a result of the undertaking of this feasibility study. However, should the City proceed with a pedestrian link between Royalpark Way and Martin Grove, Engineering Services staff will advise the Mayor and Members of Council and will distribute a notice of project to all affected stakeholders.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 26, 2012

Item 39, CW Report No. 29 – Page 2

Purpose

To report to Council on the feasibility of the construction of a pedestrian link(s) between Royalpark Way and Martin Grove Road.

Background - Analysis and Options

At its meeting on September 7, 2010, (Item 71, Report No. 40 of the Committee of the Whole), Council directed:

“That staff prepare a report on the feasibility and viability of constructing a pedestrian crosswalk between Royalpark Way and Martin Grove Road including costs, to a future Committee of the Whole meeting.”

Staff conducted a feasibility study, investigating various opportunities of improving pedestrian access from Royalpark Way to Martin Grove Road and undertook a Pedestrian Activity Review to determine the existing level of pedestrian activity in the vicinity of the railway, between Royalpark Way and Martin Grove Road. The following observations were made on the pedestrian study:

- Zero pedestrians crossed the railway within the area
- No damage to the perimeter fencing delineating the railway
- No sign of pedestrian paths (desire lines) observed

The need for investigating possible pedestrian links arose from the fact that there is insufficient space to construct a sidewalk passing under the Canadian Pacific Railway bridge along Highway 27. Notwithstanding the results of the pedestrian study, the following alternatives were investigated:

1. **Constructing a sidewalk under the existing Canadian Pacific Railway bridge is not feasible**

This option includes the construction of a new sidewalk along Highway 27, under the existing Canadian Pacific Railway (CPR) bridge. In order to accommodate the sidewalk, the existing lane widths on Highway 27 would need to be reduced below the Regional Municipality of York standards, impacting the safety of both the vehicular and pedestrian traffic in the vicinity of the bridge. The lane widths would need to be reduced to 3.1 meters. This lane width is much less than the standard minimum lane width of 3.5 meters for a high speed road, such as Highway 27. As a result, the inclusion of a sidewalk under the existing span of the bridges would not be feasible.

2. **A new sidewalk tunnel under-pass crossing would cost the City \$7M in tax levy to implement**

Pedestrian underpasses have the advantage of having minimal visual impact to the surrounding area but tend to have high costs. The construction cost of tunnelling under the CPR line has been estimated at \$7 million. In addition, the construction of such a pedestrian tunnel would result in ongoing security concerns, as well as additional maintenance concerns/costs. There is also the common perception of pedestrians that underground tunnels are unsafe, leading some pedestrians to avoid them despite the provision for security features.

3. **Installation of new sidewalk in conjunction with future bridge rehabilitation/reconstruction by the Regional Municipality of York, CP Rail, or Metrolinx is feasible**

.../3

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 28, 2012

Item 39, CW Report No. 29 – Page 3

Staff have reviewed the opportunity of installing the sidewalk that completes the link from Royalpark Way and Martin Grove Road in conjunction with a Regional Municipality of York widening of Highway 27. The widening of Highway 27, from four to six lanes, would require the widening of the CPR bridge. This option is the most cost effective alternative for a pedestrian linkage. The City would only be responsible for the cost associated with widening the bridge enough to accommodate a 1.5m sidewalk and the cost of the sidewalk itself.

As part of the recommendations of the York Region's West Vaughan Transportation Improvements Individual Environmental Assessment (WVIEA), Highway 27, from Steeles Avenue to Major Mackenzie Drive, will be widened from 4 lanes to 6 lanes. The Regional Municipality of York has not identified Highway 27 as a priority road within their 10 Year roads capital program. Since there is no planned work in the foreseeable future, a time line for the installation of a pedestrian link can not be determined at this time.

CPR has indicated that the existing single track, two-span rail bridge that carries the CP MacTier subdivision over Highway 27 may be replaced by a double track two-span bridge. CPR has not indicated/finalized the proposed timings of the above mentioned improvements. In addition, CPR informed staff that should the City proceed with the bridge reconstruction to facilitate the installation of a sidewalk under it, CPR's portion of the construction cost sharing would depend on the assessed condition of the bridge, and the value CPR would gain from a reconstruction. Since CPR has no immediate plans to conduct any rehabilitation/replacement of the bridge at this time, CPR's contribution would be minimal at this time.

In 2010, Metrolinx undertook the "Bolton Commuter Rail Service" Feasibility Study. This study reviewed the feasibility for new regional rail service to the Town of Caledon, identified within Metrolinx 15 year plan. The study recommends improvements to the CP MacTier subdivision, including the structure on Highway 27. An additional set of tracks would be required to facilitate rail service from the Town of Caledon to Toronto.

There may be opportunity for the City to cost share any improvements to the CPR Bridge structure. Should the City coordinate improvements with either Metrolinx, CPR or the Regional Municipality of York, the cost to the City would be greatly reduced. The City would only be required to contribute any additional cost associated with accommodating a sidewalk.

4. CP Rail will not approve a new at-grade road crossing east of Highway 27

Staff considered the option of extending one of the existing roads to cross the CPR tracks, providing a new vehicle and pedestrian crossing. One example would be extending the west leg of Panorama Court across the CPR tracks at a level crossing, and intersecting with Castlepoint Drive. This option would have certain advantages, such as lower costs than a pedestrian overpass. However, there would also be disadvantages such as traffic infiltration and increased noise. A new track-level crossing would likely result in trains sounding their whistles whenever they approached. The crossing would also have warning bells, and the new gap in the noise fence would make the noises of the train more intrusive than they were before. Staff contacted CPR to determine this option's feasibility. CPR stated that they would deny such an application on the basis that vehicular crossings are already close by. Since the primary motivation for a roadway extension would be pedestrian access, CPR had indicated that approval would only be granted for a pedestrian overpass or underpass option.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 26, 2012

Item 39, CVW Report No. 29 – Page 4

5. CP Rail will not approve a sidewalk at-grade crossing of the railway

Staff discussed the possibility of a pedestrian sidewalk crossing at track level with CPR. CPR indicated that pedestrian-only at-grade crossings, where pedestrians can cross the tracks on foot at a designated location, are not permitted in this area. Should the City like to investigate this option and CPR does not approve the proposal, staff can escalate the proposal to the Canadian Transportation Association (CTA) for further review. This investigation/CTA approval process could take several years to complete and may not result in the approvals required to proceed with this option.

6. A new sidewalk overpass of the railway would cost the City \$4M in tax levy to implement and would have significant community and property impacts and tax levy to implement

Pedestrian overpasses are preferred by CPR. This option has the advantage of requiring less security measures and maintenance; however, there are several disadvantages. Since CPR requires that the pedestrian bridge be elevated 7.0 meters above the railway, the structure would be very large, and would have a significant visual impact in a residential area such as this one. Aside from the bridge crossing itself, the structure would require steps and accessibility ramps on both sides of the tracks. These structures require substantial property, which is not available in the Royalpark Way neighbourhood except for the McClure Meadows Park on the south side of the track. The City would need to purchase property from several homeowners on Royalpark Way before the overpass could be built. Adjacent homeowners may lose privacy with pedestrians having a 7 meter high view of their backyards. The design and construction cost of a pedestrian overpass is estimated at \$4 million, excluding land acquisition costs.

Table 1 summarizes the analysis of the proposed alternatives.

Table 1: Analysis of feasibility of constructing a pedestrian link between Royalpark Way and Martin Grove Road

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 26, 2012

Item 39, CW Report No. 29 – Page 5

Alternative	Alternative Description	Estimated Cost	Comments
1	Add a sidewalk under existing Canadian Pacific Railway Bridge	\$50,000	Option is not feasible. Creates a safety concern. Lack of space under the bridge would require narrowing of the existing lanes less than acceptable widths for a higher speed road such as Highway 27
2	Sidewalk Tunnel Under-Pass Crossing	\$7.0 Million	Option is feasible, however, costly. Additionally, this option presents increased safety and maintenance concerns.
3	Construction of a New Sidewalk in Conjunction with future bridge rehabilitation/reconstruction by the Regional Municipality of York, CPR, or Metrolinx	\$250,000	Option is feasible. Regional Municipality of York has not identified Highway 27 within their 10 Capital Program. As such, the timeline for the installation of the pedestrian link can not be determined. There may be opportunity for the City to cost share any improvements to the CPR Bridge structure. Should the City coordinate improvements with either Metrolinx, CPR or the Regional Municipality of York, the cost to the City would be greatly reduced. The City would only be required to contribute any additional cost associated with accommodating a sidewalk.
4	New Road At-Grade crossing east of Highway 27	\$2.0 Million	Option is feasible. Option is not preferred by CPR due to the abundance of road crossings in the area. Since the request is motivated to provide a pedestrian linkage, CPR has requested that the City review a pedestrian only alternative. This option also presents a visual impact.
5	Sidewalk At-Grade crossing of the Railway	\$200,000	Option is not feasible. CPR will not permit at-grade pedestrian crossing at this location.
6	Sidewalk Overpass of the Railway	\$4.0 Million + Land Acquisition costs	Option is feasible, however, costly. The construction of a pedestrian overpass can pose a privacy issue with the adjacent land owners due to the CPR 7.0 meter clearance requirement.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 26, 2012

Item 39, CW Report No. 29 – Page 6

In view of the evaluation of the feasibility of constructing a pedestrian link between Royalpark and Martin Grove, in and the results of the Pedestrian Activity Review, planning for the accommodation of a pedestrian access in conjunction with future bridge work at Highway 27 appears most appropriate.

Relationship to Vaughan Vision 2020/Strategic Plan

In consideration of the strategic priorities related to Vaughan Vision 2020, the recommendations of this report will assist in enhancing and ensuring community safety, health and wellness; priorities previously set by Council. Constructing pedestrian links between Royalpark Way and Martin Grove Road ensure that an appropriate level of service is maintained for pedestrian and vehicular traffic in the vicinity in the area.

Regional Implications

Highway 27 is under the jurisdiction of the Regional Municipality of York. As such, approval from the Regional Municipality of York for any work in the Highway 27 right-of-way would be required.

Conclusion

There are no feasible means of adding a pedestrian link across the CPR tracks along Royalpark Way at this time. When York Region or Metrolinx undertakes the design of a new railway bridge over Highway 27 the City will integrate a pedestrian facility at that time.

Attachments

1. Location Map
2. Extract from Council Meeting Minutes of September 7, 2010 (Item 71, Report No. 40).

Report prepared by:

Colin Cassar, CET, Senior Engineering Assistant, ext. 8756
Vince Musacchio, P. Eng., PMP, Manager of Capital Planning and Infrastructure, ext. 8311

CC:mc

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

DRAFT 2014 BUDGET AND 2015-2017 PLAN

(Referred)

The Finance and Administration Committee, at its meeting of November 18, 2013 recommended (Item 4, Finance and Administration Committee Report No.15):

- 1) That this item be deferred to the next Finance and Administration Committee meeting to continue deliberations; and**
- 2) That the deputation of Mr. Egidio Longo, Keele Street, Vaughan, be received;**

Councillor lafrate declared an interest with respect to the foregoing matter insofar as it relates to the contingency budget, as she has a non-arm's length financial familial interest, and did not take part in the discussion or vote on the matter.

The Finance and Administration Committee, at its meeting of November 12, 2013 recommended (Item 1, Finance and Administration Committee Report No.14):

- 1) That this item be deferred to the next Finance and Administration Committee meeting to continue deliberations;
- 2) That the following motions be referred to the Interim City Manager and the Acting Commissioner of Finance/City Treasurer for a response and/or consolidation into the draft budget as may be appropriate:

That staff provide additional information on the following:

- a) An explanation of the hierarchy of positions requested as part of the Asset Management project;
 - b) The number of new positions requested in ARRs categorized by management and union classifications;
 - c) A summary of ARR requests using the following categories:
 - i) Type of request: one-time or annual/base;
 - ii) Service level: maintains service level, increases service level, or provides new service level;
 - d) The number of positions within the City's staff complement that have been vacant 12 months or longer;
 - e) Identification of positions approved in the 2013 budget that have not yet been filled;
 - f) Approved capital projects that have not been initiated;
 - g) Recycling pickup at Super Mall Boxes, including additional information on the cost of providing the service city wide;
 - h) An explanation of why additional resources are requested for extending call taking hours in Access Vaughan and By-law & Compliance, noting the existing dispatch function in Public Works;
 - i) An assessment of the financial and other implications of addressing the requests for municipal servicing in the Millwood Estates community; and
 - j) The potential to separate into two projects the Feasibility Study for the CP pedestrian underpasses at both Highway 27 and Woodbridge Avenue to provide for the possibility of moving one project ahead of the other;
- 3) That Communication C1, memorandum from the Executive Director, Office of the City Manager, dated November 12, 2013, be received;

- 4) That the presentation by the Acting Commissioner of Finance/City Treasurer, and C2, presentation material entitled, "Draft 2014 Budget and 2015-2017 Plan", dated November 12, 2013, be received; and
- 5) That the following deputations and communication, be received:
 1. Mr. Tim Sorochinsky, Millwood-Woodend Ratepayers Association, Millwood Parkway, Woodbridge and Communication C3, dated November 12, 2013; and
 2. Ms. Yvette Pritchard, Troyer Court, Thornhill.

Councillor lafrate declared an interest with respect to the foregoing matter insofar as it relates to the contingency budget, as she has a non-arm's length financial familial interest, and did not take part in the discussion or vote on the matter.

Report of the Acting Commissioner of Finance/City Treasurer, dated November 12, 2013

Recommendation

The Interim City Manager and the Acting Commissioner of Finance/City Treasurer in consultation with the Senior Management Team recommend:

1. That the presentation on the Draft 2014 Budget and 2015-2017 Plan be received; and
2. That this matter and any comments received be referred to the next Finance and Administration Committee to continue deliberations.

Contribution to Sustainability

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 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 City's budget and plan contributes to sustainability by developing a longer term view of the City's requirements and attempts to balance the timing and funding of programs, infrastructure renewal, development projects and corporate initiatives, which are essential to build and maintain the City. Moving forward, future planning will become increasingly important to assist stakeholders in developing sustainable and responsible funding strategies.

The Budget Objective

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

This is a key component of the Council approved Budget Guidelines, along with two core principles: Managing our future & Managing tax increases. Collectively, these principles have aided in developing realistic and responsible financial plans.

Communication Plan

Public consultation is integral to building the budget

As part of the budget process, there will be a number of opportunities for the public to be informed and engaged. In the interest of increasing the community's awareness, the following tactics will be employed:

- ❖ Dedicated Finance and Administration Committee meetings
- ❖ Enhanced website content on Vaughan.ca
- ❖ An online input application to provide feedback on where tax dollars are spent
- ❖ Social media posts/outreach on the corporate Facebook and Twitter accounts
- ❖ "Ask the Expert" feature on Facebook that will give the public the opportunity to have their budget questions answered by City staff
- ❖ Blog posts and newsletter updates throughout the process
- ❖ Vaughan TV ads and Media advisory/releases
- ❖ Posters in City facilities and print advertising

There are currently seven (7) Finance and Administration Committee meetings scheduled for budget deliberations, three evening and four daytime dates. Finance and Administration Committee meetings, which are hosted at the City Hall, are opportunities for the public to learn more about the budget. Community comments and input regarding the budget are encouraged and considered by Members of Council to inform their choices. Meeting dates are available on the City's Budget website.

Final Opportunity for Community Input / Budget Approval Communication

In addition to the above, a Special Council Meeting will also be held before budget approval to provide the public with a final opportunity to comment on the proposed 2014 Budget and 2015-2017 Plan. This meeting is anticipated in late January or early February and will be advertised in advance and consistent with the City's public notification by-law once a date has been set.

Following approval of the budget, the City will communicate budget highlights by employing a variety of tactics, including a media release, website content, social media messages, a blog, an eNewsletter post, and an internal message to staff. The media release will articulate the strong management practices and oversight the City has in place to provide residents with value for their property tax dollar.

Economic Impact

Illustrated below are the economic impacts associated with the City's Draft 2014 Budget and 2015-2017 Plan.

Components	2014			2015			2016			2017		
	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.
Base Budget	1.88%	2.95	\$23	2.89%	4.76	\$36	1.65%	2.88	\$21	2.38%	4.34	\$31
ARR	2.92%	4.59	\$36	2.60%	4.53	\$34	2.32%	4.36	\$32	2.38%	5.05	\$36
Operating total	4.80%	7.54	\$58	5.49%	9.29	\$70	3.97%	7.24	\$53	4.76%	9.39	\$67
Total Capital Budget		51.4			75.0			129.7			153.9	
<i>*Incl. Est. Operating Impact</i>	1.27%	2.00	\$15	3.03%	4.98	\$38	3.16%	5.49	\$40	3.64%	6.64	\$47

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

The City's Budget and Plan consist of many financial elements. To assist readers navigate through the material the report is layered with escalating levels of detail. The report begins with a high-level executive summary followed by overview sections and related attachments. Department Business Plans & Financial Summaries are provided as Attachment 6 and individual additional resource requests and capital project submissions are located in the appendix. It should be noted, some attachments are large and therefore only available on-line.

Purpose

The purpose of this report is to provide the Finance & Administration Committee with information and details regarding the Draft Budget and 2015-2017 Plan and corresponding tax adjustments on an average Vaughan household. This is the first of a series of budget reports that build the City's budget. The budget report sets the tone of the process and is complimented by subsequent reports and a variety of Committee/Council requested communications.

Background – Analysis and Options

Executive Summary

Financial Sustainability: Always a Key Priority

As a result of the City's long standing dedication to financial management through progressive best practices and prudent policies, the City is in a strong financial position. The City has always considered increasing taxes as a last resort. Through prudent policies, tight budget guidelines and strong leadership, the City has provided residents tremendous value by offering some of the lowest property tax rates in York Region and the Greater Toronto Area, while providing high quality services to the community.

As the City moves forward, financial sustainability must continue as one of Vaughan's key priorities. Over the next decade, the City of Vaughan is expected to undergo a tremendous transformation fueled by sustained high growth rates, provincially driven intensification, increasing legislative requirements, mounting infrastructure renewal costs, and a number of vision based master plans reflecting important community needs. As the City becomes increasingly more sophisticated, it will also face rising financial pressure beyond the many factors currently placing significant strain on the property tax rate and reserve balances to maintain existing service levels. These pressures are permanent and often require continuous funding solutions, typically taxation.

Economic Outlook – Growth not derailed, just delayed

Based on TD Economics - Sept. 25th Quarterly Economic Forecast, "Economists in Canada are guilty of sounding like broken records, repeating the need for Canada's growth to shift from relying on heavily indebted consumers to stronger exports and business investment. While the process has started, U.S. economic growth looks slightly softer in the near term making the transition uneven. In the meantime, the consumer and the housing market have shown more momentum, helping to keep the economy puffing along until next year when exports drive growth fast enough to start absorbing more of the excess capacity that persists in Canada's economy".

Operating Budget Approach

The City's approach to the operating budget was to first develop the Base Budget through the issuance of very strict budget guidelines. Under these guidelines, departments were only permitted to include very specific adjustments in their Base Budget, which were related to predetermined agreements, contracts or Council approved increases. It is important to note, the guidelines do not allow "across the board" increases or increases for new staffing.

To the extent that a department required additional resources, a separate business case was submitted for consideration. These are referred to as Additional Resource Requests (ARR) and were individually vetted through the Directors Working Group, Senior Management Team, and a prioritized list is recommended to Finance and Administration Committee for consideration. The objective of separating the process into two paths was to identify the minimum resources based on financial commitments and review all other requests on their individual merits. Further details with respect to the guidelines, principles or the actions are provided in the "Planning for the

Future” report presented to the Finance and Administration Committee on June 10th, 2013, which is included in Attachment #5.

Base Budget and Additional Resource Request Highlights are provided below:

Base Budget

The impact of the Base Operating Plan, derived from Council's approved guidelines is as follows:

	2014	2015	2016	2017
Net Taxation Change	\$2.95m	\$4.76m	\$2.88m	\$4.34m
Avg. Residential Tax Rate Change	1.88%	2.89%	1.65%	2.38%
Avg. Residential Tax Bill Change	\$23	\$36	\$21	\$31

The above changes are largely driven by staff agreements, contractual obligations, utility needs, and capital funding requirements. Although there are many components to the City's base budget, there are highlighted items that impact the base budget. Technically, in the absence of these adjustments, the base would be much lower. These items and their affect on the base budget are illustrated in the following table.

Highlights & Major Budget Elements	2014		2015		2016		2017	
	\$	Rate Incr.	\$	Rate Incr.	\$	Rate Incr.	\$	Rate Incr.
Base Budget Change	2,951,189	1.88%	4,758,185	2.89%	2,880,944	1.65%	4,399,336	2.38%
Less: Major Budget Elements								
MPAC Assessment - net impact	738,365	0.47%	-	0.00%	-	0.00%	-	0.00%
Station 7-5 cohort full yr impact	697,000	0.44%	300,000	0.18%	-	0.00%	-	0.00%
Fire OT Adjustment	211,167	0.13%	150,000	0.09%	100,000	0.05%	100,000	0.05%
Net Debenture (Roads)	578,967	0.37%	654,634	0.39%	422,421	0.23%	-	0.00%
Infrastructure renewal policy funding	569,709	0.36%	1,227,723	0.73%	1,230,473	0.67%	3,129,775	1.59%
Capital from Taxation funding	127,785	0.08%	130,342	0.08%	132,948	0.07%	135,607	0.07%
Investment adjustment	225,000	0.14%	250,000	0.15%	250,000	0.14%	(40,000)	-0.02%
Hydro Investments	(621,550)	-0.40%	(300,000)	-0.18%	225,000	0.12%	1,050,000	0.53%
Tax adjustments	125,000	0.08%	125,000	0.07%	-	0.00%	25,000	0.01%
Insurance premiums	-	0.00%	0	0.00%	410,263	0.22%	130,744	0.07%
Carrville CC (contracts, utilities, etc.)	-	0.00%	-	0.00%	-	0.00%	1,032,018	0.52%
Corp. phasing	182,524	0.12%	783,000	0.46%	600,000	0.33%	600,000	0.30%
Subtotal	2,833,967	1.80%	3,320,699	1.96%	3,371,105	1.83%	6,163,144	3.13%
Total Budget Change	117,222	0.07%	1,437,486	0.85%	(490,161)	-0.27%	(1,763,808)	-0.90%

It should also be noted, assessment growth (2.25%) is forecasted lower than historical levels, due to processing issues experienced at the Province's Municipal Property Assessment Corporation (MPAC). This situation continues from last year and is impacting most municipalities across the GTA. Municipalities are collectively working with MPAC to resolve the issue. It should be noted assessment growth estimates are based on MPAC reporting, which will fluctuate until their final report is released in December. If required, an update will be provided.

Additional Resource Requests (ARR's)

As previously noted Additional Resource Requests are not permitted under the base operating budget guidelines and are submitted and assessed on their respective merits. Developing the recommended list was very difficult for decision makers, who were frequently faced with the dilemma of choosing between “Maintaining Services”, “City Building Initiatives” and “keeping tax rates low”. The Senior Management Team’s funding recommendation is a blend of all three ideals with a weighted focus on maintaining service levels:

- Community Safety - Fire operations & prevention
- Community and Library Services - Civic Centre Resource Library, Avondale (North Maple) Park, ongoing forestry, parks, facility maintenance, etc.
- Operational Requirements - Planning, Engineering, corporate support for city services, and other requests, etc.
- City Building Initiatives - asset management, public service renewal, business development, communications strategy, public engagement, Vaughan Metropolitan Centre, strategic planning initiatives, etc.

Senior Management and the Directors Working Group spent a significant amount of time reviewing, prioritizing and optimizing the requests, which resulted in a number of requests being partially funded internally (over \$2.1m), some redistributed or reprioritized within the plan. In some situations the result is not optimal, potentially compromising service levels, but necessary to minimize tax pressures on the community. In addition, there are City initiatives currently being developed for which financial implications are not certain. As these projects come on-line they will directly compete with the above resources e.g. streetscaping, office incentives, MacMillan Farm, works yards, master plan requests, etc.

The above situation further supports the need to continue planning resources over an extended horizon in order to address future opportunities and challenges. More specific details are provided in the Attachment #2. The result of the Senior Management Team’s ARR funding recommendation is as follows:

	2014	2015	2016	2017
Net Taxation Change	\$4.59m	\$4.53m	\$4.36m	\$5.05m
Avg. Residential Tax Rate Change	2.92%	2.60%	2.32%	2.38%
Avg. Residential Tax Bill Change	\$36	\$34	\$32	\$36

Combined Base Budget and Additional Resource Requests

The combined impact of the base budget and the additional resource requests is illustrated below:

	2014	2015	2016	2017
Net Taxation Change	\$7.54m	\$9.29m	\$7.24m	\$9.38m
Avg. Residential Tax Rate Change	4.80%	5.49%	3.97%	4.76%
Avg. Residential Tax Bill Change	\$58	\$70	\$53	\$67

Note: 2015 to 2017 ARR figures incorporate cumulative levy adjustments resulting from a growing tax base.

Capital Budget and Plan Approach

In the preparation of the Capital Budget and Plan a number of issues were taken into consideration. The pressures of maintaining existing infrastructure and growth requirements were balanced against available funding, the impact on future operating budgets, policies and the staff resources to undertake and manage capital projects.

Guided by the Vaughan Vision, the Corporate Planning process and the business planning efforts, departments prepared capital project submissions for a 4 year period. Following the initial submissions, Finance staff met with the individual departments to review projects and clarify available funding. Departments then prioritized capital projects within each funding source. For funding sources with competing department interests, primarily Capital from Taxation, the Directors Working Group and Senior Management Team were leveraged. As a result some projects were adjusted, redistributed within planned 2015-2017 years, or deferred beyond the plan. The below chart illustrates the transition of submitted capital requests into a more balanced plan.

Capital Projects	2014		2015		2016		2017	
	#	\$	#	\$	#	\$	#	\$
Original Submission	244	53.5	154	83.0	130	113.8	130	144.0
Draft Capital Budget	224	51.4	148	75.0	106	129.7	129	153.9

Guiding Policies

Over time, the City has developed a series of guiding financial policies and targets to assist in developing the Capital Budget, which generated a positive impact on the financial stability of the City of Vaughan. As illustrated below, the City is meeting or exceeding these targets.

Estimated @ December 31st						
Policy Ratio	2013	2014	2015	2016	2017	Target
Discretionary Reserve	72.6%	67.0%	62.7%	58.7%	64.7%	>50% of own source revenues
Working Capital	9.8%	9.6%	9.4%	9.2%	9.1%	>10% of own source revenues
Debt Level *	6.2%	6.2%	6.4%	6.2%	5.3%	<10% of own source revenues

Note

*Includes commitments for OSA and Vaughan Sports Complex.

*Ratios are affected by contribution and own source revenue forecasts

- Discretionary reserves provide the City with financial flexibility in order to safeguard against economic downturns and finance operations internally. This ratio is a strong indicator of Vaughan's financial health. The decrease in the 2014 discretionary reserve ratio is related to a number of capital projects and reserve transfers.
- Working capital funds provide in-year cash flow requirements. This ratio is relatively stable over the 4 year term, but does illustrate a slight decline. This is a result of contributions being surplus based, which are not planned or forecasted, only applied once realized.
- The Debt Policy sets limitations on the use of debt in order to retain financial flexibility by avoiding long-term commitments and the high cost of interest. The City's policy limits debt to a maximum of 10% of total City revenue, which is significantly lower than the Province's 25% maximum. This ratio is relatively stable over the capital plan, but drops significantly in 2017 due to a large debt retirement. However, based on the plan

there is pressure on debt financing to address a number of significant capital projects i.e. Black Creek, Works Yard, and City Hall Square.

Based on the above noted financial policies, Finance staff have assessed the availability of funding and established funding lines within each funding source. It should be noted, that a long standing City practice is only capital projects with secured available funding sources are recommended, otherwise specific Council approval is required. Each annual plan is funded from a variety of sources. Illustrated below are the Capital Budget and Plan funding sources and Capital Expenses by department.

Category	2014		2015		2016		2017	
Reserves	15.6	30%	14.5	19%	18.3	14%	12.9	8%
Gas Tax Funding	10.9	21%	8.3	11%	7.9	6%	6.9	5%
Development Charges	10.3	20%	33.2	44%	64.8	50%	66.8	43%
Taxation	6.5	13%	6.3	8%	8.0	6%	7.0	5%
Debentures	6.4	13%	12.3	16%	30.1	23%	60.1	39%
Grants & Other Financing	1.6	3%	0.4	1%	0.6	0%	0.0	0%
Grand Total	51.4	100%	75.0	100%	129.7	100%	153.9	100%

Note: Due to a few large growth projects and corporate initiatives, the Capital Plan for 2016 to 2017 includes an unfunded balance, which is further discussed in the report's capital from taxation section.

Department	2014	2015	2016	2017
Engineering Services	21,051,632	18,846,562	21,819,891	21,412,524
Park Development	7,955,498	17,347,476	8,853,534	26,937,573
Libraries	4,962,520	2,812,750	6,598,360	7,977,070
Public Works	3,456,650	3,753,625	20,024,557	47,770,859
Bulding & Facilities	3,396,108	5,123,997	34,284,634	20,970,800
Fleet	2,584,700	1,348,900	799,600	1,324,050
Development Transportation Engineering	2,450,345	16,716,539	25,626,100	22,488,777
Park & Forestry Operations	2,098,454	2,227,421	1,542,891	1,509,861
Information Technology Management	1,205,200	1,939,200	1,655,200	1,595,200
Building Standards	540,750			
Development Planning	380,000	250,600		130,000
Fire & Rescue Services	369,100	3,929,950	8,115,100	901,700
Real Estate	267,800	267,800	267,800	267,800
ByLaw & Compliance	243,150	114,400		
Recreation	203,901	269,400	125,100	125,100
Human Resources	113,300			103,000
Economic & Business Development	103,000			
Access Vaughan	50,500	50,500		
Environmental Sustainability		48,925		
Emergency Planning				197,110
Finance				154,500
Total Capital Budget Plan Expense	51,432,608	75,048,045	129,712,767	153,865,924

Capital Program Operating Implications

Many of the above capital programs have associated operating implications. These costs are imbedded in City's base operating budget or recommended additional resource requests. The balances in the below table illustrate these implications. Operational requirements will typically be lower in the first year due to the construction timing involved. Debenture financing is primarily leveraged for the City's roads program. Infrastructure contributions are required to begin funding the ultimate replacement of infrastructure funded through the development community. Should the Committee recommend additional capital projects or move projects forward there could be additional tax rate implications associated.

Capital Program Est. Operating Implications	2014			2015			2016			2017		
	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.
Operational Requirements	0.54%	0.85	\$7	1.98%	3.26	\$25	2.13%	3.70	\$27	1.92%	3.51	\$25
Debenture Financing	0.37%	0.58	\$4	0.30%	0.50	\$4	0.32%	0.56	\$4	0.00%	-	\$0
Infrastructure Contributions	0.36%	0.57	\$4	0.75%	1.23	\$9	0.71%	1.23	\$9	1.71%	3.13	\$22
*Total	1.27%	2.00	\$15	3.03%	4.98	\$38	3.16%	5.49	\$40	3.64%	6.64	\$47

** Figures represent the estimated operating implications associated with the capital program. These operating implications are incorporated in the operating budget.*

BUDGET UPDATES

The budgeting process is constantly evolving to the needs and requirements of departments, management, Council and residents. Detailed within this section are brief highlights to be aware of:

New Information

The Draft 2014 Budget and 2015-2017 Plan is based on information at a point in time and as the budget process unfolds new information may become available through deputations, staff items or Committee/Council decisions. Adjustments will be consolidated into a final proposed budget and presented to the Community and Council at a public input session at the end of the process.

Public Service Renewal (PSR)

Early in 2013, the Mayor requested for the Senior Management Team (SMT) to engage in a process of reform, with the view of focusing on public service excellence. Beginning in April staff endeavoured to review and develop initiatives and on October 7th an update report was presented to Council identifying 23 initiatives that were well underway. Ten of those initiatives are managed internally with little financial impact, but potential for future cost avoidance. Three initiatives require investment for which ARR's have been identified and submitted. These requests are clearly identified on the recommended ARR list e.g. contract management, economic development realignment and audit coordinator. The remaining ten initiatives cannot be clearly defined at this time and will be the subject of future individual reports and financial assessments e.g. Marketing Partnership strategy, Engineering and Planning Commission realignments, Procurement to Pay Review, Corporate IT strategy, etc. In addition to the above, a culture of continuous improvement throughout the City has caught on. This is evident by the number of additional resource requests either fully or partially offset by repurposing vacant positions or budgets. This is another example of the City providing community value.

Amortization vs. Budget Contributions

The City's Draft 2014 Budget and 2015-2017 Plan is developed excluding full amortization and post employment benefits. The costs and associated tax implications of budgeting for full amortization are significant. The main reasons for the funding differences are:

1. The majority of the City's assets are funded by the development industry, leaving the City to fund renewal costs at a much later date, primarily through taxation.
2. There is a surge in future post employment benefits caused by staffing requirements to service growth, who are eligible for post retirement benefits after 5 years of service.

Ontario Regulation 284/09 – "Budget Matters – Expenses" states that municipalities may exclude from annual budgets all or a portion of expenses for amortization, post-employment benefit expenses and solid waste landfill closure and post-closure expenses, but does require Council be informed of the above action including the estimated change in the year-end accumulated surplus and estimated impact of the excluded expenses on the municipal funding requirements. It is important to note these expenses are recognized and reflected in the City's annual financial statements, but they are not fully funded through the City's budget and tax levy. A committee report is scheduled for November 18th, 2013.

Impact of Excluded Expenses/Estimated Change in Accumulated Surplus

Funding vs. Amortization (In Millions)	Annual Budget Funding	Prior Year Amortization	Gap
City Asset Renewal	23.1	44.1	21.1
City Post Employment Benefits	1.3	12.5	11.3
Combined	24.3	56.7	32.3

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

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

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. To begin to address the forecasted capital asset renewal funding gap, the City has implemented several initiatives. For example, reserve policies which limit the use of funds, policies regarding the transfer of annual operating surpluses to reserves, and the adoption of life cycle based contributions for new assets. These initiatives are positioned to address the need on a go forward basis. However, future funding will be required to address the backlog and/or prior contribution deficiencies. Recently, the City has undertaken a Corporate-wide asset management initiative to better understand the condition of the City's assets and timing of maintenance, repair and replacement requirements. This information will paint a clearer picture of the financial requirements and timing to sustain the community's infrastructure network.

Quick Facts

The following information is provided for quick reference to assist in providing the public and Council members with a context within which to assess the Draft 2014 Operating Budget and 2015-2017 Operating Plan.

Draft Budget (Base + ARRs)

		(Projected)			
	2013	2014	2015	2016	2017
Average residential assessment	\$ 517,000	\$ 551,000	\$ 587,000	\$ 626,000	\$ 667,000
Total taxes levied on the average assessed home ***	4,597	4,695	4,804	4,896	5,002
City of Vaughan portion (27%)	1,228	1,286	1,357	1,410	1,477
City of Vaughan tax adjustment % on total taxes		1.3%	1.5%	1.1%	1.4%
Vaughan Hospital Precinct Development Levy (avg. home)	60	60	60	60	60
Reduction for qualifying seniors	321	336	355	369	386
A 1% increase in the tax rate generates	\$1.495m	\$1.57m	\$1.69m	\$1.84m	\$1.97m
Impact of a 1% increase on the average home	\$ 11.96	\$ 12.17	\$ 12.76	\$ 13.46	\$ 13.99
Assessment growth (projected)	2.26%	2.25%	2.75%	3.00%	3.20%
Draft Tax Rate Increase		4.80%	5.49%	3.97%	4.76%

***Increase based only on Vaughan increase

Draft 2014 Operating Budget and 2015-2017 Operating Plan Review

The City of Vaughan continues to be subjected to many factors that place pressures on the property tax rate. Inherent in the annual operating budget process are the normal pressures of inflation, growth, staffing resources, external contract costs, collective agreements, fluctuating revenues etc. which are further compounded by expanding service requirements and tax funded infrastructure renewal cost impacts experienced by a high growth municipality. This situation presents challenges to achieving a balanced budget and maintaining service levels while minimizing associated tax rate increases and achieving Council's priorities. To assist the public and Council Members with understanding the challenges facing the City, and to assess the Draft

2014 Operating Budget and 2015-2017 Operating Plan, the remainder of this section is dedicated to reviewing the following budget components:

- A. *Base budget under the guidelines*
- B. *Base budget revenue review*
- C. *Base budget expenditure review*
- D. *Additional resource requests*

Associated Attachments:

- 1: Draft Operating Revenue and Expenditure Summary*
- 2: Draft Additional Resource Request Summary*
- 5: Financial Information and Analysis*
- 6: Draft Department Information*
- Appendix A: ARR Submissions*

Following the above sections is a Capital Budget & Plan Overview by Funding Source

A. Base Budget Under the Guidelines

Based on the budget guidelines, the City's Draft 2014 Operating Budget and 2015-2017 Operating Plan and associated increases are reflected below:

	2014	2015	2016	2017
City's Expense Budget	\$246m	\$255m	\$263m	\$270m
Net Taxation Change	\$2.95m	\$4.76m	\$2.88m	\$4.34m
Avg. Residential Tax Rate Change	1.88%	2.89%	1.65%	2.38%

The budget guidelines were designed to restrict expenditure increases and this process has been successful as demonstrated by the 1.85% average departmental annual expense increase over the four year plan. Incorporating corporate pressures raises the total average expense increase over the plan to 3.15%. Specific annual increases are illustrated in *Attachment 1- Draft Operating Revenue & Expenditure Summary*.

In general, account budgets remained at prior year budget levels with the exception of established commitments and pre-defined external pressures as defined by the approved budget guidelines. In order to check adherence to the guidelines, budget submissions were verified to ensure increases were consistent with budgetary guidelines. Through budget submission reviews and assurances from Commissioners and Directors, there is a very high level of confidence that approved guidelines were followed.

The Draft 2014 Operating Budget includes \$3.1m subsidization from the Tax Rate Stabilization Reserve and anticipates a \$2.5m surplus carried forward from 2013. The 2015-2017 Operating Plan continues with this trend, but to a slightly lesser degree. This is necessary to slowly transition to a more predictable and sustainable funding source. The above budget also includes approved user fee increases up to 2016. A report will be provided at a later date regarding any fee updates and will include fee increases for 2017. The above base budget figures **exclude all** budget changes associated with the recommended additional resource requests (ARRs). These are discussed separately in the report and will require Council approval.

Considering Factors Other Than CPI When Assessing the Budget

When assessing the Operating Budget, it is very important to put municipal cost increases into perspective. It is very common for stakeholders to gauge a municipality's performance against the Consumer's Price Index (CPI), but there are 2 inherent pitfalls with this comparison:

1. Inflation rates capture cost increases and do not incorporate non-cost related factors associated with a municipality such as growth, infrastructure repair, new services or initiatives, legislative requirements, revenue fluctuations, etc. These are in addition to CPI.
2. CPI is intended to measure the cost increases experienced by the typical Canadian household and includes retail items such as food, clothing, entertainment and other household purchases. Unlike an average Canadian household, municipal expenses are very labour, contract, and material intensive. An alternative approach would be to use a **Municipal Price Index (MPI)** based on applying relevant indices/indicators to the weighting of major expense categories.

Component	Inflation Figure	Source	% of Budget	Weighted Average
Salaries and Benefits	1.9%	Ministry of Labour (COV traditionally higher)	57.1%	1.1%
Labour Sub total				1.1%
Contracts and Materials	5.0%	5 yr Average Historical Increase	14.8%	0.7%
Utilities and Fuel	1.5%	Stat's Can. Aug./13 - Energy CPI	3.8%	0.1%
All Other	1.1%	Core Inflation - Sept. 2013	20.0%	0.2%
Other Sub total				1.0%
Capital Funding	0.8%	Construction Price Index	2.6%	0.0%
Insurance	11.0%	AMO - 2011 white paper	1.7%	0.2%
Corporate Sub total				0.2%
Combined Municipal Price Index				2.3%

The City's base budget expenditures are increasing over the 4 year period on average by 3.15%. Although comparable to the MPI, embedded in these figures are non-price related increases associated with contract/utility growth, increases in infrastructure funding, and full-year implication of prior budgets. Removing these items from the presented overall expenditure would yield an estimated average increase over the four year plan of 2.06%. The base budget average City expenditure increases over the plan are below the municipal price index range signalling Vaughan is managing within industry trends.

Major Base Budget & Tax Rate Change

On average approximately 60% of the City's expense increase is attributable to changes to support the City's workforce, including estimates for collective agreement negotiations and management by-laws. An additional 10% to 30% of the increase is related to external service contracts, insurance and utilities (e.g. increases in snow removal, waste management, electricity, insurance premiums, etc.). These services are generally contracted, competitively tendered and

awarded to the lowest bidder. It should be noted that contracts can span multiple years resulting in price increase spikes when renewed. The remaining portion is largely a result of the City's growing capital program, infrastructure requirements, and corporate accounts.

Budget & Tax Rate Change

	2014		2015		2016		2017	
General Operational Impacts								
Benefits & Other adj	876,056	0.56%	830,839	0.49%	758,528	0.41%	661,489	0.34%
Progression/Job Eval/Adj	817,468	0.52%	871,852	0.52%	808,163	0.44%	308,140	0.16%
Eco adj (Union/Mgmt/Fire)	2,153,423	1.37%	2,400,145	1.42%	70,069	0.04%	26,462	0.01%
Station 7-5 FY Impact	671,519	0.43%	-	0.00%	-	0.00%	-	0.00%
FT Contract reductions	(554,633)	-0.35%	(75,232)	-0.04%	9,445	0.01%	(216,401)	-0.11%
Fire Overtime	211,167	0.13%	150,000	0.09%	100,000	0.05%	100,000	0.05%
Workforce subtotal	4,175,000	2.66%	4,177,604	2.47%	1,746,205	0.95%	879,690	0.45%
Contingency	1,235,157	0.79%	1,724,435	1.02%	2,974,862	1.62%	3,086,240	1.57%
Subtotal	5,410,157	3.45%	5,902,039	3.49%	4,721,067	2.57%	3,965,930	2.01%
Contracts	450,506	0.29%	744,495	0.44%	982,008	0.53%	1,009,514	0.51%
Insurance	-	0.00%	-	0.00%	410,263	0.22%	130,744	0.07%
Utilities	301,868	0.19%	309,140	0.18%	328,356	0.18%	347,727	0.18%
Carrville Community Centre	-	0.00%	-	0.00%	-	0.00%	1,032,018	0.52%
Subtotal	752,374	0.48%	1,053,635	0.62%	1,720,627	0.94%	2,520,003	1.28%
LTD net	(121,033)	-0.08%	1,254,634	0.74%	(177,579)	-0.10%	(2,500,000)	-1.27%
Reserve Contributions	569,709	0.36%	1,227,723	0.73%	1,230,473	0.67%	3,129,775	1.59%
Capital from Taxation	127,785	0.08%	130,342	0.08%	132,948	0.07%	135,607	0.07%
Subtotal	576,461	0.37%	2,612,699	1.55%	1,185,842	0.65%	765,382	0.39%
Tax Adjustments	125,000	0.08%	125,000	0.07%	-	0.00%	-	0.00%
Election (reserve offset)	755,160	0.48%	(754,396)	-0.45%	478	0.00%	478	0.00%
York Region Transit	147,000	0.09%	32,458	0.02%	33,414	0.02%	34,402	0.02%
Other	62,648	0.04%	(736)	0.00%	(55,255)	-0.03%	(61,726)	-0.03%
Expense Change	7,828,800	4.99%	8,970,699	5.31%	7,606,173	4.14%	7,224,469	3.67%

To assist the Committee in assessing the Draft Operating Budget and Plan resulting from the budget guidelines, the following summary is provided below:

The above changes in the City's expenditures are partially offset by limited revenue streams, primarily user fees, reserve funding, assessment growth and other sources. Any shortfall between City revenues and expenses are funded through taxation increases. Summarized below are the major changes in revenue streams and associated net change on taxation.

Budget & Tax Rate Change

	2014		2015		2016		2017	
Decrease in Revenues								
Supplemental	(1,782,683)	-1.14%	(300,000)	-0.18%	-	0.00%	-	0.00%
Debtenture Payment Reserve	(700,000)	-0.45%	600,000	0.35%	(600,000)	-0.33%	(2,500,000)	-1.27%
Building Standards User Fees	(265,072)	-0.17%	281,500	0.17%	350,530	0.19%	153,624	0.08%
Investment Income	(225,000)	-0.14%	(250,000)	-0.15%	(250,000)	-0.14%	40,000	0.02%
DC Growth Projects	(195,850)	-0.12%	-	0.00%	-	0.00%	-	0.00%
Hydro Investment Income	(153,450)	-0.10%	-	0.00%	-	0.00%	-	0.00%
Fleet Management Reserve	(121,374)	-0.08%	-	0.00%	-	0.00%	-	0.00%
Sub total	(3,443,429)	-2.19%	331,500	0.20%	(499,470)	-0.27%	(2,306,376)	-1.17%
Increases in Revenues								
Hydro Dividends	775,000	0.49%	300,000	0.18%	(225,000)	-0.12%	(1,050,000)	-0.53%
Election Reserve	755,160	0.48%	(754,396)	-0.45%	478	0.00%	478	0.00%
Recreation (excl YRT)	571,267	0.36%	314,088	0.19%	323,220	0.18%	959,936	0.49%
BS Continuity reserve	666,087	0.42%	(123,000)	-0.07%	(69,000)	-0.04%	(12,000)	-0.01%
Development Planning User Fees	639,144	0.41%	129,181	0.08%	173,038	0.09%	140,625	0.07%
Engineering Reserve	547,606	0.35%	52,000	0.03%	197,000	0.11%	(31,000)	-0.02%
User Fees & Service Charges	439,236	0.28%	56,681	0.03%	216,448	0.12%	55,628	0.03%
Fines & Penalties	200,000	0.13%	-	0.00%	-	0.00%	-	0.00%
York Region Transit	150,000	0.10%	33,120	0.02%	34,096	0.02%	35,104	0.02%
Tax Rate Stabilization Reserve	150,000	0.10%	(400,000)	-0.24%	(400,000)	-0.22%	(400,000)	-0.20%
Sub total	4,893,500	3.12%	(392,326)	-0.23%	250,280	0.14%	(301,229)	-0.15%
Sub-total Revenue Change	1,450,071	0.92%	(60,826)	-0.04%	(249,190)	-0.14%	(2,607,605)	-1.32%
Assessment growth	3,455,005	2.20%	4,399,001	2.60%	5,063,573	2.76%	5,659,709	2.87%
Other	(27,465)	-0.02%	(125,660)	-0.07%	(89,153)	-0.05%	(166,972)	-0.08%
Total Revenue Change	4,877,611	3.11%	4,212,515	2.49%	4,725,230	2.57%	2,885,132	1.46%
Net Funding Requirement	2,951,189	1.88%	4,758,184	2.81%	2,880,943	1.57%	4,339,337	2.20%
1% tax increase	1,570,108		1,690,784		1,837,157		1,970,696	

B. Base Budget Revenue Review

	2014		2015		2016		2017	
	Budget	Change	Budget	Change	Budget	Change	Budget	Change
Base Budget Revenues	\$ 83,737,995	\$ 1,422,606	\$ 83,751,555	\$ 13,560	\$ 83,603,211	\$ (148,344)	\$ 81,021,987	\$ (2,581,224)

The above figures exclude any impact associated with assessment growth. Further information regarding specific revenue adjustments are provided below:

Supplemental Taxation

	2014		2015		2016		2017	
	Budget	Change	Budget	Change	Budget	Change	Budget	Change
Supplementals	\$ 3,500,000	\$ (1,782,683)	\$ 3,200,000	\$ (300,000)	\$ 3,200,000	\$ -	\$ 3,200,000	\$ -

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 recorded after the final role. Last year, MPAC's focus on reassessment activities resulted in lower assessment growth figures across the GTA. The City mitigated this impact by adjusting supplemental taxation in anticipation of MPAC catching up with the true assessment figure through supplemental taxation and future increased assessment growth. As reflected in 2014, this approach is phased down. Unfortunately, assessment growth estimates continue to be low and are not fully offsetting this reduction. Supplemental taxation is typically received in November/December and depending on those results it may be possible to

further extend the phase down. Committee/Council is cautioned of the risk associated with this action as the City is dependant on MPAC's processing performance.

Funding from Reserves:

	2014		2015		2016		2017	
	Budget	Change	Budget	Change	Budget	Change	Budget	Change
Funding from Reserves	\$ 20,482,791	\$ 1,105,629	\$ 19,905,395	\$ (577,396)	\$ 19,131,873	\$ (773,522)	\$ 16,211,351	\$ (2,920,522)

2014 increase of \$1.1M:

Increases

- The Election reserve draw increased by \$755K to cover the additional costs of the 2014 election plus the additional tabulator costs. There is no impact on the budget as there is an associated increase in expenses.
- There is also a \$666K increase in the Building Standards reserve, to neutralize the Building Standards full costing gap, as per policy.
- Engineering reserve increased by \$548K to reflect associated expense increases.

Decreases

- Debenture payment reserve withdrawals decreased by \$700K, these transfers are tied to debenture payments and are intended to smooth out timing spikes. The net increase in debenture requirements in approximately \$578K.
- Fleet management reserve funding final year phase out, \$121K.
- The Water & Wastewater recovery decreased by \$107K to reflect activities between the City and Water/Waste Water services. This was due to some expense items being moved permanently to the Water & Wastewater budget.

Changes from 2015 to 2017:

- The largest component of future budget decreases are related to additional funding from the debenture reserve to smooth increases in debenture payments. Budget withdrawals are planned to peak in 2015 then decline as debentures stabilize. The overall net impact on the budget is an increase of \$498K in 2015 followed by decreases of \$562K in 2016, and \$0M in 2017.
- An election is scheduled for 2014; as a result associated expenses are planned which are neutralized by corresponding reserve withdrawal increase of \$755K in 2014. In 2015, the withdrawal is removed. It is anticipated, that a report on the election process will be coming forward later in the budget process.
- From 2015-17, there is a planned annual decrease of \$400K in funding from Tax Rate Stabilization reserve. This is necessary to slowly transition to a more predictable and sustainable funding source.
- Budget changes in Engineering, Building Standards and Water/WasteWater recoveries services are a result of activity, departmental cost changes and anticipated growth trends. The total adjustments amounted to a decrease of \$47K in 2015, increase of \$205K in 2016 and decrease of \$40K in 2017.

User Fees / Service Charges

	2014			2015			2016			2017		
	Budget	Change		Budget	Change		Budget	Change		Budget	Change	
Fees/Charges/Recoveries	\$ 38,884,541	\$ 1,534,575		\$ 39,699,111	\$ 814,570		\$ 40,796,443	\$ 1,097,332		\$ 42,141,360	\$ 1,344,917	

Major Budget Adjustments

- The largest component of the budget increases are in the Recreation Department due to the climbing demand for services, general price increases and York Region transit ticket sales. It should be noted that these increases are largely offset by similar expenditure value increases. Revenue increases related to recreation are \$721K for 2014, \$347K in 2015, \$357K in 2016 and \$995K in 2017. The 2017 increase is larger due to the planned addition of the planned Carrville Community Centre.
- The second largest component of the budget increases are related to an anticipated increase in planning activity. The majority of the 2014 increase is related to site plan agreements, which have been adjusted to better reflect past performance. In addition, development activity is anticipated within the Vaughan Metropolitan Centre, Carrville, Concord and Thornhill development areas. Based on the above, planning revenues are anticipated to increase \$639K for 2014, \$129K in 2015, \$173K in 2016 and \$140K in 2017.
- The remainder of the increases were in Clerks - Licensing, Committee of Adjustment, Public Works, Parks and Forestry Operations etc.
- Building Standards had a decrease in budgeted revenues due to fewer applications received in 2012 and 2013. The revenues are expected to trend upwards in the later years as building standards permits catch up with development planning applications that have already been processed.

User fee Increases Included in the Above

The guidelines include a requirement for all user fees and service charges to be increased in relation to department cost increases and, at minimum, by the rate of inflation. As part of last year's process, a change was made to coordinate and consolidate the planning of these by-laws for review, update and budget approval under one common process. Benefits of this action resulted in improved transparency, updating by-laws that were missed in prior processes, and business continuity through a multi-year fee structure. Although the impacts are incorporated into the draft budget, a later report on user fee adjustments and any new fees will be presented annually for Council review, deliberation and approval.

The combined impact associated with approved fee by-law price increases, adjustments, any new fees and associated volume increases are as follows:

By-Law	Dept/Desc	2013	2014				2015				2016				2017			
		Budget	Budget	Variance			Budget	Variance			Budget	Variance			Budget	Variance		
			\$	%			\$	%			\$	%			\$	%		
13-2012	Multiple Departments	3,243,642	3,413,377	169,735	5.2%		3,555,671	142,294	4.0%		3,682,765	127,094	3.5%		3,743,670	60,905	1.6%	
48-2011	Development Planning Enforcement/Animal Licens.(Consolidated with By-Law 13-2012)	3,413,025	4,052,170	639,145	18.7%		4,181,351	129,181	3.1%		4,354,389	173,038	4.0%		4,495,014	140,625	3.1%	
2-2010		45,600	-	(45,600)	-100.0%		-	-	0.0%		-	-	0.0%		-	-	0.0%	
177-2011	Clerks/Licensing	981,868	1,039,116	57,248	5.8%		1,096,292	57,176	5.2%		1,157,028	60,736	5.2%		1,173,199	16,171	1.4%	
370-2004	Clerks/Perm. Spec. Events	15,715	9,443	(6,272)	-39.9%		9,652	209	2.2%		9,867	215	2.2%		10,013	146	1.5%	
371-2004	Clerks/Perm. Filming Events	5,120	8,646	3,526	68.9%		8,844	198	2.2%		9,042	198	2.2%		9,174	132	1.4%	
372-2004	Clerks/Perm. Newspaper boxes	5,355	3,796	(1,559)	-29.1%		3,869	73	1.9%		3,942	73	1.9%		4,015	73	1.8%	
		7,710,325	8,526,548	816,223	9.6%		8,855,679	329,131	3.7%		9,217,033	361,354	3.9%		9,435,085	218,052	2.3%	

User Fee Cost Recovery Philosophy and Targets

It is important to recognize that there is an ongoing balance between funding through a fee for specific user based services versus funding City services through the general tax rate. To the extent that there is a user fee, that fee should be adjusted annually to reflect changes in the cost of delivering the service; otherwise, by default, there would be a requirement to fund cost increases through the property tax rate.

Approximately 90% of the City's user fees are generated by the following 5 areas:

- Recreation
- Building Standards
- Planning and Committee of Adjustment (COA)
- By-law & Compliance
- Licensing

As a result, the majority of the above 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, principals and targets endorsed by Council. In addition, various benchmarking comparisons have been performed by departments and external consultants indicating Vaughan's recovery targets are on-par or better than neighbouring municipalities. Detailed below is a summary of department and estimated full cost recovery ratios for these areas:

2014-17 Final Budget - Department Recovery Analysis

2014 Department Budgeted Recovery (Figures in Thousands)	Recreation	Licencing	By-Law & Compliance	Animal Services	Planning	COA	Building Standards (OBC)	Building Standards (Non-OBC)
Revenues	\$ 18,870	\$ 1,236	\$ 1,901	\$ 493	\$ 4,169	\$ 507	** \$ 9,862	\$ 450
Expenditures	19,851	572	4,211	1,145	3,176	580	5,757	542
Subsidy/(Surplus)	981	(664)	2,310	652	(993)	72	(4,105)	93
2014 Dept Budget Recovery Ratio	95%	216%	45%	43%	131%	88%	171%	83%
2015 Dept Budget Recovery Ratio	96%	226%	45%	44%	135%	93%	172%	89%
2016 Dept Budget Recovery Ratio	98%	239%	45%	44%	139%	99%	174%	97%
2017 Dept Budget Recovery Ratio	99%	241%	44%	45%	149%	98%	176%	97%
Memo: 2013 Dept. Budget Recovery Ratio	94%	176%	44%		113%	82%	169%	76%
Full Cost Estimate (ABC Model)	** \$ 41,448	\$ 1,477	\$ 4,209	\$ 1,733	\$ 5,547	\$ 1,190	\$ 9,862	1,369
Subsidy/(Surplus)	22,578	242	2,308	1,239	1,378	683	(0)	919
2014 Full Cost Recovery Ratio	46%	*** 84%	45%	28%	75%	43%	100%	33%
2015 Full Cost Budget Recovery Ratio	45%	87%	44%	31%	75%	45%	100%	35%
2016 Full Cost Budget Recovery Ratio	46%	91%	43%	31%	75%	47%	100%	38%
2017 Full Cost Budget Recovery Ratio	45%	91%	42%	31%	75%	47%	100%	38%
Memo: 2013 Full Cost Budget Recovery Ratio	44%	70%	45%		60%	40%	100%	27%
Policy Recovery Goal	95% Dept. Cost	100% Full Cost			100% Full Cost	100% Full Cost	100% Full Cost	

* Building Standards revenues include a draws from Building Standards Continuity Reserve of \$2.6M in 2014, \$2.5M in 2015&16, and \$2.4M in 2017.

** Recreation Building & Facility costs approximately \$17.0M in 2014, \$17.2 in 2015, \$17.3 in 2016 and \$16.2M in 2017.

*** Licencing full cost recovery illustrated is lower than 100% due a portion of the department being devoted to risk management and fee restrictions applied to certain licencing activities (e.g. lottery, livestock).

Overall most areas are recovering more than 80% of their department budgets and projected recovery targets remain stable. It should be noted that most labour agreements expired in 2013 and costs associated with agreement renewals are not incorporated in the above department expenses making planned recovery targets mildly overstated. As illustrated above, a few areas are "below policy recovery goals", but moving towards their target. Achieving these goals would increase revenue by approximately \$4.2M. Resetting all fees to full cost recovery could potentially generate \$29M in additional revenues. Although moving in this direction appears attractive, caution is advised when setting fees and recovery targets as there is a need to balance price increases with service demand, process compliance and local competition.

Illustrated below are brief comments related to each of the above sections.

- Building Standards continues to maintain a 100% building code full cost recovery target for OBC revenues, with a draw from the Building Standards Service Continuity Reserve in anticipation of lower volumes created by the delayed economic recovery.
- Licensing also continues to achieve their target of full cost recovery for business licensing. The department's full cost recovery is lower than 100% due to a portion of the department being devoted to risk management and some licensing fee restrictions.
- Recreation is planning to recover 95% of their departmental costs. Presented targets are mildly optimistic as labour agreement renewals are not included and could reduce the planned recovery to a figure slightly below their policy target of 95%.
- By-Law & Compliance is planning to recover 44% of their departmental costs. It should be noted that a recovery policy is not in place for By-Law & Compliance, as this service is driven by compliance. Animal Services is planning to recover 43% of their departmental costs and 28% of their full cost in 2014. There currently is no recovery policy in place for Animal Services.
- Planning full cost recovery has increased from 60% to 75% recovery, moving closer to target.
- COA recovery targets are increasing slightly from 43% in 2014 to 47% in 2017.

Corporate Revenues

	2014		2015		2016		2017	
	Budget	Change	Budget	Change	Budget	Change	Budget	Change
Corporate Revenues	\$ 18,225,463	\$ 565,085	\$ 18,301,849	\$ 76,386	\$ 17,829,695	\$ (472,154)	\$ 16,824,076	\$ (1,005,619)

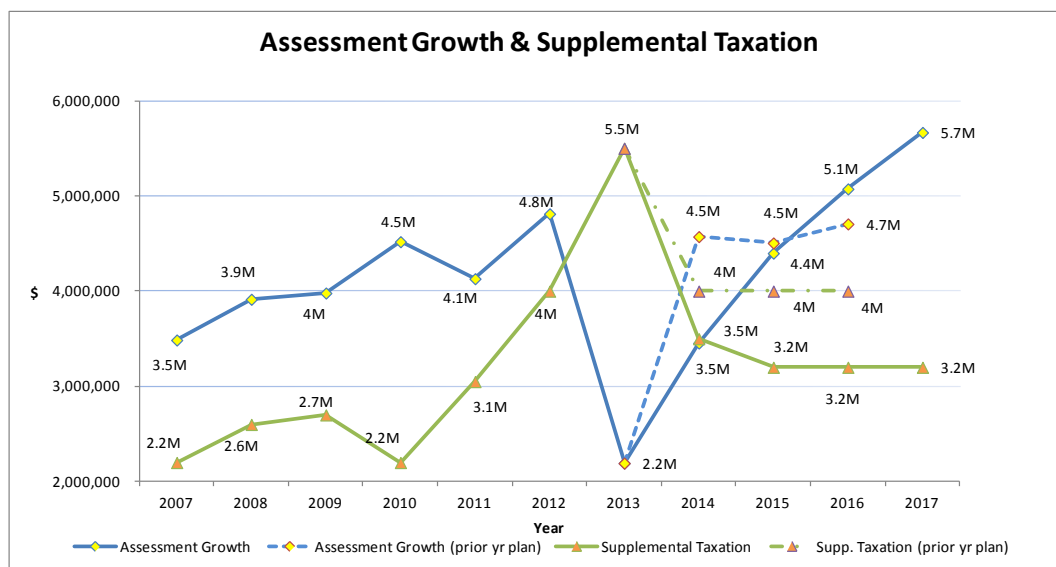
Major Budget Adjustments

- PowerStream Dividends – A revised forecast was recently provided indicating anticipated dividend increases in 2014 of \$775K, 2015 of \$300K. However, there is a forecasted decrease in dividend revenue of \$225K in 2016 and a further decrease of \$1.05M in 2017. This reduction is largely a result of PowerStream's regulatory environment and methodology for calculating their return on capital. The 2016-2017 projections are anticipated to improve with future updates. It should be noted that these figures are subject to change and do not incorporate future dividends resulting from additional equity investment.
- PowerStream Investment Income – The PowerStream Promissory Note interest deferral was renewed in October 2013 at the rate prescribed by the Ontario Energy Board. This action reduced annual interest by \$153k.
- Investment Income – As discussed in previous budget submissions, there is a need to change the methodology used to allocate investment income between the operating budget and reserve accounts. As a result, investment income allocated to the operating budget is phased down by \$225K in 2014 and \$250K in both 2015 and 2016. There is a slight increase of \$40K in 2017. Investment income is also challenged by low interest rates, which are replacing maturing higher yield investments.
- Fines and Penalties – The corporate fines and penalty budget increased by \$200K in 2014 to better reflect actual historical trends. This budget is expected to stabilize through 2017.
- The remaining budget differences consist of relatively minor budgets and changes.

	2014	%	Tax Rate	2015	%	Tax Rate	2016	%	Tax Rate	2017	%	Tax Rate
	Variance	Change	Impact	Variance	Change	Impact	Variance	Change	Impact	Variance	Change	Impact
Fines And Penalties	200,000	4.1%	0.1%	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%
Tax Certificates And Docume	5,035	1.0%	0.0%	24,841	4.9%	0.0%	1,256	0.2%	0.0%	4,381	0.8%	0.0%
Investment Income	(225,000)	-8.2%	-0.1%	(250,000)	-9.9%	-0.1%	(250,000)	-11.0%	-0.1%	40,000	2.0%	0.0%
Hydro Investment Income	(153,450)	-3.2%	-0.1%	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%
Hydro Dividends	775,000	17.5%	0.5%	300,000	-5.8%	0.2%	(225,000)	-4.1%	-0.1%	(1,050,000)	-19.9%	-0.5%
Miscellaneous Revenue	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%
Purchasing	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%
Cashiering Services	1,500	3.0%	0.0%	1,545	3.0%	0.0%	1,590	3.0%	0.0%	0	0.0%	0.0%
Capital Admin. Revenue	(38,000)	-76.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%
TOTAL CORPORATE REVENUE	565,085	3.2%	0.4%	76,386	0.4%	0.0%	(472,154)	-2.6%	-0.3%	(1,005,619)	-5.6%	-0.5%

Assessment Growth

2014 assessment growth is lower than anticipated, due to the Municipal Property Assessment Corporation's (MPAC) processing issues. This is a trend that started in 2013 and impacted assessment growth figures across the GTA. Staff are working with MPAC and other municipalities to resolve the issue. Last year the City mitigated the situation by adjusting supplemental taxation, assuming traditional MPAC assessment growth figures would return in following years. However, last year's plan has changed bringing lower than planned assessment growth and supplemental taxation. Below is an illustration of the above situation.



Supplemental and assessment taxation revenue, although not specifically allocated, help offset the increasing service costs associated with community growth. To illustrate this point, each year City additions are made to:

- Roads
- Sidewalks
- Waste/recycling stops
- Streetlights
- Parkland
- Trails
- Libraries
- Fire operations, etc.

All the above additions require funds to operate and maintain service levels. Included in the Draft 2014-2017 Plan are estimates for staffing, contracts, utilities and associated renewal costs supporting growth. Below are a few items that are indirectly funded through assessment growth.

- Contract and utility volume increases - Ranges between \$750k - \$2.5M, averaging \$1.5M per year over the next 4 years
- Infrastructure renewal - As a City grows infrastructure is added, which is initially funded by the development industry, with replacement costs borne by the City at a later date. Additional funding associated with these costs fluctuates based on new asset timing, but averages \$2.1M per year over the next 4 years.
- Additional Resource Requests - typically \$2M are approved each year for staffing and other costs to service growth i.e. Fire, Community Centers, Parks, etc.
- As illustrated above, the average costs associated with growth, approximately \$5.6M/year, total of above three points, are higher than the forecasted average assessment growth, averaging \$4.5M per year over the plan.

C. Base Budget Expenditure Review

As illustrated in the Revenue and Expense Summary in Attachment #1, the City's expense budget changed as follows:

	2014		2015		2016		2017	
	Budget	Change	Budget	Change	Budget	Change	Budget	Change
Base Budget Expenditures	\$ 246,199,978	\$ 7,828,800	\$ 255,170,677	\$ 8,970,699	\$ 262,776,850	\$ 7,606,173	\$ 270,001,319	\$ 7,224,469

Departmental Expenditures

	2014		2015		2016		2017	
	Budget	Change	Budget	Change	Budget	Change	Budget	Change
Department Expenditures	\$ 213,760,513	\$ 4,515,163	\$ 218,997,239	\$ 5,236,726	\$ 222,394,048	\$ 3,396,809	\$ 225,606,987	\$ 3,212,939

2014 increase of \$4.5M including the \$262K Library Board increase:

This represents an increase of 2.2% over the 2013 departmental budget, and is largely due to the following items:

- Of the total departmental budget increase, \$4.1M is related to changes in support of the City's workforce consisting of the following:
 - \$2.6M relates to experience progressions, economic adjustments per established agreements, job-evaluations, staff and market adjustments etc.
 - There is a \$876K increase in benefits due to additional complement, economic adjustments, and benefit rate increases caused by increasing OMERS contributions and EI/ CPP thresholds.
 - The full year impact of the Station 7-5 engine first cohort, which started in October of 2013. This increase amounted to \$675K. The second cohort is requested in this year's budget. The full cost associated with staffing an engine is approximately \$2M.
 - It should be noted, one collective labour agreement is under negotiation and the management/non-union by-law is under review. Financial impacts are undetermined and not incorporated in this section. A provision is budgeted for corporately.
- \$451K relates to pressures from contracted services and materials and supplies. These increases are the result of growth demands and industry price obligations. Overall, contract service lines increased by 1.5% and relate to winter control, ITM services, waste management etc.

- A \$411K increase in utilities is due to rising prices as permitted in the approved budget guidelines. This balance includes volume related increase for fuel.
- A \$147K increase in YRT ticket purchases to match historical trends. There is an associated revenue increase to incorporate the City's commissions.
- The remaining increases are minor and in various other accounts.

Changes from 2015 to 2017

The City's Workforce: The increases in the department budgets continue to be related to the City's workforce. Pressures associated with benefits, progressions, job-evaluations, etc. continue into 2017, but at reduced amount due to the achievement of maximum level experience progressions and the exclusion labour agreement implications (e.g. two collective agreements expire in 2016). Post agreement labour estimates are planned for corporately along with other uncertain events.

Contracts: The second largest component of the 2015-2017 department expenditure increases is related to contract services, \$744K in 2015 and \$982K in 2016. For 2017, there is an increase of \$1.3M including \$279K in maintenance contracts for Carrville Community Centre. These increases are typically the result of increasing demands for services due to growth and industry price obligations. Overall contract service lines increased by 2.3% in 2015, 2.6% in 2016 and 2.3% in 2017 mainly relating to waste management, winter control, maintenance contracts, ITM services, etc.

Utilities: The third largest component of the 2015-2017 department expenditure increases is related to utilities, \$309K in 2015 and \$328K in 2016. For 2017, there is an increase of \$719K including \$371K for Carrville Community Centre. Overall utility increased by 3.7% in 2015, 3.8% in 2016 and 8% in 2017. These increases are typically the result of increasing volumes and industry price expectations as permitted in the guidelines.

The remaining balance consists of relatively minor increases in multiple accounts.

Explanations for Department Budget Changes in excess of \$100K are provided in Attachment 5 – Budget Analysis & Other Information.

Reserve Contributions and Corporate Expenditures

Reserve contributions and corporate expenditures contributed to the remaining City expenditures, which required the following adjustments:

	2014	%	Tax Rate	2015	%	Tax Rate	2016	%	Tax Rate	2017	%	Tax Rate
	Variance	Change	Impact	Variance	Change	Impact	Variance	Change	Impact	Variance	Change	Impact
Contingency	1,770,627	76.2%	1.1%	1,716,724	41.9%	1.0%	2,974,862	51.2%	1.6%	3,236,240	36.8%	1.6%
Long Term Debt	(121,033)	-0.9%	-0.1%	1,254,634	8.9%	0.7%	(177,579)	-1.2%	-0.1%	(2,500,000)	-16.5%	-1.3%
Reserve Contributions	569,709	8.2%	0.4%	1,286,668	17.2%	0.8%	1,230,473	14.0%	0.7%	3,129,775	31.1%	1.6%
-Parks Infrastructure	(152,070)	-25.3%	-0.1%	1,002,300	222.9%	0.6%	344,706	23.7%	0.2%	1,179,069	65.6%	0.6%
-Bldg & Facilities	335,165	14.6%	0.2%	152,597	5.8%	0.1%	711,852	25.6%	0.4%	1,706,457	48.8%	0.9%
-Fire & Rescue	(35,384)	-2.7%	0.0%	56,458	4.4%	0.0%	157,217	11.7%	0.1%	37,059	2.5%	0.0%
-Additional Vehicle	205,195	112.6%	0.1%	3,718	1.0%	0.0%	3,793	1.0%	0.0%	3,869	1.0%	0.0%
-Other Reserve Contrib.	216,803			71,595			12,905			203,321		
Capital from Taxation	127,785	2.0%	0.1%	130,342	2.0%	0.1%	132,948	2.0%	0.1%	135,607	2.0%	0.1%
Corporate Expenditures	966,549	-147.7%	0.6%	(654,395)	-209.7%	-0.4%	(10,293)	3.0%	0.0%	(49,045)	13.9%	0.0%
-Tax Adjustments	125,000	6.2%	0.1%	125,000	5.8%	0.1%	0	0.0%	0.0%	25,000	1.1%	0.0%
-Election	755,160	280.1%	0.5%	(754,396)	-73.6%	-0.4%	478	0.2%	0.0%	478	0.2%	0.0%
-Joint Service Agreement	23,090	5.1%	0.0%	14,200	3.0%	0.0%	14,629	3.0%	0.0%	15,078	3.0%	0.0%
-Anticipated Labour Saving	(1)	0.0%	0.0%	(49,099)	1.2%	0.0%	(33,400)	0.8%	0.0%	(37,801)	0.9%	0.0%
-Other Corporate Exp.	63,300		0.0%	9,900			8,000			(51,800)		
Total Reserve Contributions												
& Corporate Expenditures	3,313,637		2.1%	3,733,973		2.2%	4,150,411		2.3%	3,952,577		2.0%

Explanations for the budget changes are as follows:

2014 Increase of \$6.2M:

- The City's contingency budget increased by \$1.7M and relates to future labour agreement negotiations and certain foreseeable events. Once the outcomes of these events are determined, balances will be reallocated to the appropriate department budgets.
- Long term debt payments decreased by \$0.1M as the anticipated 2013 debt issuance was smaller than expected and rolled into the following year. This can occur if capital project completions are less than expected. Debenture reserve funding is used to smooth debenture costs and when combined the net impact is \$0.6M for the year.
- Infrastructure Reserve contributions increase by \$570K, as per policy to support the replacement of community buildings, vehicles, parks, etc. Contributions are based on new asset life cycle replacement principles and indexed to keep pace with market replacement costs.
- Capital from taxation increased by \$128K to support the non-reserve funded capital program items and associated initiatives. This increase is also intended to keep pace with market rates.
- Corporate Expenditures increased by \$966K and are attributable to the following:
 - Tax adjustments increased by \$125K due to economic conditions.
 - Election costs increase by \$755K to reflect tabulator leases and complement and to fund the 2014 election. The net impact is zero as there is an associated funding from the election reserve.

2015 to 2017 Changes

City Contingency - The City's contingency account relates to future labour agreement negotiations and certain foreseeable events. Once the outcomes of these events are determined, balances will be reallocated to the appropriate department budgets. Planned budget increases are \$1.7M, \$3.0M and \$3.2M respectively.

Long-term Debt - The repayment of long term debt is estimated to increase by \$1.3M in 2015, decrease by \$0.2M in 2015 and decrease by \$2.5M in 2017. Debenture reserve funding is

leveraged to smooth these fluctuations. When combined the net impact is \$0.7M in 2015, \$0.4M in 2016 and \$0.0M in 2017.

Corporate Expenditures –It is anticipated that a report on the election process will be coming forward later in the budget process. In 2015, election costs are removed with minor changes in 2016. It should be noted that this cost is fully offset by matched withdrawals from the Election Reserve.

Reserve Contributions - Infrastructure Reserve contributions increased by \$1.3M, \$1.2M and \$3.1M, respectively to support community infrastructure replacement.

Expenditure Review – Degree of Flexibility

To assist Council in assessing the base budget, the following summary illustrates how the City's expenses are allocated to major expense types:

	2014			2015			2016			2017		
	Base Budget (\$)	% of Total Budget	Cumulative (%)	Base Budget (\$)	% of Total Budget	Cumulative (%)	Base Budget (\$)	% of Total Budget	Cumulative (%)	Base Budget (\$)	% of Total Budget	Cumulative (%)
Operating Expenditures												
Salaries and Benefits	140,371,275	57.0%	57.02%	143,693,166	56.3%	56.31%	145,284,485	55.3%	55.29%	146,405,204	54.2%	54.22%
Service Contracts	33,413,625	13.6%	70.6%	34,175,510	13.4%	69.7%	35,055,768	13.3%	68.6%	35,863,634	13.3%	67.5%
Long Term Debt	12,562,419	5.1%	75.7%	14,711,871	5.8%	75.5%	14,448,455	5.5%	74.1%	11,106,995	4.1%	71.6%
Reserve Contributions	10,523,678	4.3%	80.0%	11,346,234	4.4%	79.9%	12,649,905	4.8%	78.9%	16,779,293	6.2%	77.8%
Utilities & Fuel	9,510,925	3.9%	83.8%	9,855,208	3.9%	83.8%	10,220,911	3.9%	82.8%	10,979,677	4.1%	81.9%
Maint./Materials	8,462,866	3.4%	87.3%	8,589,889	3.4%	87.1%	8,595,118	3.3%	86.1%	8,812,679	3.3%	85.2%
Capital from Taxation	6,517,059	2.6%	89.9%	6,647,401	2.6%	89.8%	6,780,349	2.6%	88.7%	6,915,956	2.6%	87.7%
Insurance Expenses	4,316,318	1.8%	91.7%	4,532,616	1.8%	91.5%	5,014,113	1.9%	90.6%	5,144,495	1.9%	89.6%
Contingency	4,094,486	1.7%	93.3%	5,811,210	2.3%	93.8%	8,786,073	3.3%	93.9%	12,022,312	4.5%	94.1%
Prof. Fees	2,550,881	1.0%	94.4%	2,551,615	1.0%	94.8%	2,562,258	1.0%	94.9%	2,502,863	0.9%	95.0%
Tax Adjustments	2,150,000	0.9%	95.2%	2,275,000	0.9%	95.7%	2,275,000	0.9%	95.8%	2,300,000	0.9%	95.9%
All Other	11,726,446	4.8%	100.0%	10,980,957	4.3%	100.0%	11,104,416	4.2%	100.0%	11,168,211	4.1%	100.0%
Total Draft Expenditures	246,199,978	100.0%	--	255,170,677	100.0%	--	262,776,851	100.0%	--	270,001,319	100.0%	--

The above summary illustrates that the City has limited flexibility in any given year to significantly alter the City's cost structure in the short term. More than 75% of the costs are committed through collective agreements, service contracts and financing arrangements. Other reductions will impact the maintenance and repair of the City's infrastructure.

Detail on the "All Other Expenditures" is provided in Attachment #5 – Budget Analysis & Other Information.

D. Consideration of Additional Resource Requests

As indicated earlier in this report, the budget guidelines were complimented by a process that allowed departments to formally submit requests for essential resources not permitted by the budget guidelines for Finance and Administration Committee and Council consideration. As a result, departments submitted over 136 additional resource requests with a total cost of over \$18.4m, all of which are valued by the submitting departments. It should be noted \$2.1m in requests are fully or partially self funded, which demonstrates staff's willingness to redirect existing resources and manage their finances in a prudent manner.

Consistent with prior years and demonstrating respect for the tax payer's dollar, the Senior Management Team and the Director's Working Group reviewed, evaluated, and prioritized all additional resource requests based on their merits and the following criteria:

- Vaughan's Vision and the Corporate Planning process linkages
- Value Proposition
- Regulatory Requirements
- Risk Management
- Internal Operational Requirements
- Capital Timing and Funding Availability

The process infuses a high degree of objectivity and transparency, of which the end result is a more realistic and responsible list of additional resource requests. Developing the recommended list was very difficult for decision makers, who were frequently faced with the dilemma of choosing between "Maintaining Services", "City Building Initiatives" and "keeping tax rates low". The Senior Management Team's funding recommendation is a blend of all three ideals with a weighted focus on maintaining service levels. In many situations the result is not optimal, but necessary to minimize perceived tax pressures on the community. Below are highlights regarding SMT's recommended additional resource requests.

- Community Safety - Fire operations & prevention
- Community and Library Services - Civic Centre Resource Library, Avondale (North Maple) Park, ongoing forestry, parks, facility maintenance, etc.
- Operational Requirements - Planning, Engineering, corporate support for city services, and other requests, etc.
- City Building Initiatives - asset management, public sector renewal, business development, communications strategy, public engagement, Vaughan Metropolitan Centre, strategic planning initiatives, etc.

Additional Resource Requests	2014		2015		2016		2017	
	\$	Rate Incr.	\$	Rate Incr.	\$	Rate Incr.	\$	Rate Incr.
Community Safety (Fire)	742,238	0.47%	147,968	0.09%	1,061,496	0.61%	700,560	0.36%
Community & Library Services	1,037,791	0.66%	2,779,775	1.64%	2,182,103	1.19%	2,471,097	1.25%
Operational Requirements	1,888,204	1.20%	72,286	0.04%	873,628	0.48%	664,383	0.34%
City Building Initiatives	922,955	0.59%	582,289	0.34%	75,000	0.04%	90,822	0.05%
Total Budget Change	4,591,188	2.92%	3,582,318	2.12%	4,192,227	2.31%	3,926,862	1.99%

Reducing the recommended additional resource requests will potentially compromise service levels or impact City building initiatives. In addition, there are City initiatives currently being developed for which the timing is beyond the plan or financial implications are not certain. As these projects come on-line in the future they will directly compete with the above resources (e.g. streetscaping, office incentives, MacMillan Farm, works yards, master plan, Black Creek renewal and storm water management ponds, civic square, parking strategy, etc.). The above situation

further supports the need to continue planning resources over an extended horizon, which helps to address and communicate future requirements and changing priorities.

Senior Management Team's recommendation list is provided in Attachment #2 and all additional resource request submissions are provided in Appendix A. Below are highlights

High Value ARR's by Year

Year	ARR	Net \$ (M)	% of year
2014	STN 75 Firefighters/Captains	\$ 0.35	7.6%
	District Chiefs	\$ 0.32	6.9%
	Asset Management (4 Positions)	\$ 0.26	5.7%
	B&F City-Wide Maintenance/Repairs	\$ 0.25	5.4%
	ITM Technology Specialist	\$ 0.23	5.1%
	Legal Counsel - Procurement	\$ 0.16	3.4%
	New Park Operating Expenses	\$ 0.15	3.4%
	Property Standards Officers	\$ 0.15	3.2%
	Legal Counsel - Development	\$ 0.15	3.2%
	Sub total	\$ 2.01	43.9%
2015	Civic Centre Resource Library	\$ 2.73	76.1%
	EDMS Analyst and SME	\$ 0.36	10.0%
	Sub total	\$ 3.09	86.1%
2016	Avondale (North Maple) Park	\$ 0.61	14.5%
	Vellore Village South Library	\$ 0.56	13.4%
	STN 76 Firefighters/Captains	\$ 0.52	12.3%
	Facility Operators – Block 11 CC	\$ 0.52	12.3%
	District Chiefs	\$ 0.32	7.6%
	Sub total	\$ 2.20	52.5%
2017	B&F Staff for Block 40/41/42 CC	\$ 0.82	20.8%
	Block 11 Community Centre	\$ 0.72	18.4%
	STN 76 Firefighters (2nd Contingent)	\$ 0.66	16.7%
	Increase in Grass Cutting Frequency	\$ 0.39	9.9%
	Sub total	\$ 2.58	65.8%

ARR Totals by Commission

Service Area	2014			2015			2016			2017		
	Net \$	Net %	#	Net \$	Net %	#	Net \$	Net %	#	Net \$	Net %	#
City Manager	803,303	17%	4	147,968	4%	1	1,061,496	25%	5	700,560	18%	2
Executive Director	426,017	9%	5	-	0%	-	89,917	2%	1	-	0%	-
City Auditor	71,902	2%	1	-	0%	-	-	0%	-	-	0%	-
Community Services	1,240,436	27%	21	58,925	2%	2	1,651,402	39%	13	2,561,919	65%	17
Finance	131,989	3%	3	-	0%	-	52,023	1%	1	257,584	7%	3
Legal and Admin	1,162,725	25%	14	-	0%	-	68,123	2%	2	113,244	3%	2
Planning	159,437	3%	2	-	0%	-	-	0%	-	-	0%	-
Engineering & PW	(91,172)	-2%	12	-	0%	-	148,269	4%	1	94,880	2%	1
Strategic & Corp. Serv.	686,551	15%	8	649,325	18%	5	560,296	13%	5	198,675	5%	3
Library	-	0%	-	2,726,100	76%	1	560,701	13%	1	-	0%	-
	4,591,188	100%	70	3,582,318	100%	9	4,192,227	100%	29	3,926,862	100%	28

Capital Budget & Plan Overview by Funding Source

The Capital Budget and plan is based on more than 600 projects covering a number of departments. To assist stakeholders in assessing the Draft 2014 Capital Budget and 2015-2017 Plan, the overall financial perspective is summarized by funding source. The following section is dedicated to providing capital highlights associated within the following funding sources:

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

Summaries, Schedules and Capital Project Detail

Capital Project Listing and Funding Summaries Schedules

To assist the reader review the Capital Budget a listing of all projects by year for each department is provided as Attachment 3. Also provided in Attachment 5, are capital project summaries by funding source by year.

Reserve Continuity Schedules

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

Detailed Capital Project Submissions

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

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

A) Development Charge (DC) Reserves (Development Industry Funded Projects)

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

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

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

Based on the above endorsed guidelines, Finance staff assessed funding availability and established annual funding lines for each Development Charge Reserve. Within each reserve, capital projects were prioritized by the related departments. Highlighted below is the consolidated budget for this funding source and major associated capital projects, \$2M to \$37M:

2014 Budget	2015 Plan	2016 Plan	2017 Plan
10,298,740	33,193,729	63,851,762	52,099,969
<u>Major Projects</u>	<u>Major Projects</u>	<u>Major Projects</u>	<u>Major Projects</u>
Civic Centre Library	Vellore Village Library	Vellore Village Library	Black Creek Renewal
Vellore Village Library	Black Creek Renewal	Black Creek Renewal	CP Railway Ped Cross
Major Mac. Streetlight	CP Railway Ped Cross	CP Railway Ped Cross	Carville CC & Library
Kirby Road EA	Carville CC & Library	Carville CC & Library	North Maple Park
	North Maple Park	North Maple Park	Concord West Strtscape
	Concord West Strtscape	Concord West Strtscape	Fire Stn 7-4 Expansion
	Fire Stn 7-4 Expansion	Fire Stn 7-4 Expansion	

Note: More specific detail can be found in Attachment #3 or #5

Negative Reserve Balances

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

- 1) Management Studies - Due to timing of events this reserve is permitted to be in a deficit position. Growth related studies are incurred in advance of growth and recovered through subsequent development charges.
- 2) Fire DC Reserve - A Council commitment to move forward with Fire Station 7-10 has temporarily placed this reserve into a pre-financing negative reserve position, which through future collections and spending constraints was anticipated to recover to a positive balance. However, this forecast has changed as a result of collections timing and adjustments to the 2015 -2017 capital plan to better reflect service level requirements. The unfunded position is planned to continue as a result of the difference in service level measures. The Fire & Rescue Services department is measured by response time which is greatly impacted by intensification and traffic congestion. The Development Charge document provides new development funding based on a historical service level per capita measure. The two measures provide very different project timing and funding needs, which will require further discussion to address the forecast trend and service requirements.
- 3) Public Works DC Reserve – This reserve is forecasted to enter into a negative position in 2016 due to the planned Joint Public Works/Parks New West Yard. Construction of this yard is planned ahead of the timing of the DC collections.
- 4) Special Area Charges – These reserves relate to projects generally built by developers, which will be funded by the City once funds are collected and available. Although the reserves illustrate a negative position after commitments, these reserves will never be in a deficit cash position as payments will only occur when funds are on hand.

Capital Reserves

Infrastructure Reserves

A prevailing theme throughout the years has repeatedly been the need to address the funding component for infrastructure renewal. Included in the 2014 Capital Budget and 2015-2017 Capital Plans are infrastructure reserve funds for this purpose. These are illustrated below.

Funding Source	2014	2015	2016	2017
City Playhouse Reserve	22,151			
Fire Equipment Reserve	189,400	1,038,150	2,977,100	901,700
Heritage Reserve	153,470	25,750		
Information Technology Asset Replacement	1,050,700	1,129,700	1,140,700	1,140,700
Library Materials Reserve	1,495,900	1,777,500	1,910,960	1,949,170
Parks Infra. Reserve	3,100,912	2,763,423	1,980,388	2,627,861
Pre-B& F Infra. Reserve	3,053,940	1,319,065	786,146	193,300
Recreation Land Reserve	267,800	267,800	267,800	267,800
Roads Infra. Reserve	669,500	123,600		124,630
Uplands Revenue Reserve	67,000	730,732	67,000	
Vehicle Reserve	1,495,300	997,500	799,600	796,450
Water Reserve	4,008,050	4,299,594	8,357,162	4,889,381
Tree Replace Reserve	48,882	48,882	48,882	48,882
Grand Total	15,623,005	14,521,696	18,335,738	12,939,874

2014 Budget	2015 Plan	2016 Plan	2017 Plan
15,623,004	14,521,696	18,335,738	12,939,874
<u>Major Projects</u>	<u>Major Projects</u>	<u>Major Projects</u>	<u>Major Projects</u>
Library Resources	Library Resources	Library Resources	Library Resources
Al Palladini CC Road	Uplands - Water Systems	Replace Aerial 7968 - Smeal	Replace 7955 Aerial 55 FT
Road/Watermain Rehab	Road/Watermain Rehab	Road/Watermain Rehab	Road/Watermain Rehab
Culvert - Merino Road	Replace 7966 Rescue Truck	Replace 7972 Pumper	Vellore Village CC - Soccer Field
Yorkhill District Park - Playground	York Hill Park - Tennis Court	Replace 7971 Pumper	Le Parc Park - Tennis Court
Torii Park - Tennis Court	Al Pal CC Refrig. Plant Equip.	Replace HAZ MAT 7942	Rosedale Park North - Tennis Court

It should be noted, infrastructure renewal is also funded from other sources discussed within this report, such as capital from taxation, debentures, gas tax, etc. The total annual capital budget allocated to infrastructure renewal averages \$30M/year or approximately 40% of capital plan.

There are three infrastructure replacement reserves that are currently experiencing challenges.

Parks Reserve: This reserve is used to fund the replacement of play structures, play fields, courts, water parks, paths, etc. For the most part, the funding for park infrastructure renewal, excluding land, has been very low. Recently contribution policies and reserve realignments were adopted to improve the reserve position. However, these actions will not fully address the issue and this reserve is anticipated to be in a negative position within eight years. Further analysis and funding strategies will be required.

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

Vehicle Reserve: This reserve is used to fund the replacement of City's vehicles and equipment. Renewal funding for this purpose was discontinued in 2005. Recently contribution policies and reserve realignments were adopted to improve the reserve position. However, these actions will not fully address the issue and this reserve is anticipated to be in a negative position within four years. Further analysis and funding strategies will be required.

The Infrastructure Challenge

The challenge of funding the significantly growing costs of infrastructure renewal is a paramount concern for most municipalities across Canada and stems from new construction being primarily funded by the development industry, leaving the municipalities across Ontario to fund future replacement costs from the municipality's limited tax base. The danger of not doing so could create a situation where the funding shortfall will continue to slowly build until a point in the future where a wave of facility, park, fire and other replacement projects come on board without available funding. This picture threatens the community's overall quality of life and the economic health for future generations. As a result, a number of reports and initiatives have come forward to support this challenge, including:

1. Multi-Year Budgeting – To provide visibility regarding future financial requirements.
2. Asset Management – The City is in the process of completing Phase I of the asset management initiative. At the September 16th Priorities and Key Initiatives Committee, staff presented the *Corporate Asset Management Strategy* report. Phase I is anticipated to be complete by year end 2013, and the current draft capital and operating budgets contain proposed projects and ARRs to continue into Phase II of this initiative.
3. Infrastructure Renewal Policy – To ensure annual replacement contributions are in place for new capital projects based on lifecycle principles.
4. Reserve Policy Update – In addition to policy updates, this action incorporated a realignment of reserve balances and expansion of surplus allocation to support infrastructure.
5. Financial Master Plan – The City's Financial Master Plan earmarked infrastructure funding as a top priority along with funding approaches.

The above actions are designed to guide the municipality towards financial sustainability and are required to ensure the City is able to safeguard the community's infrastructure network. Staff will continue to educate and communicate the issue and future reports are planned for 2014.

Other Reserves

In addition to infrastructure reserves, 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 e.g. Tax rate stabilization, Working Capital, Debenture reserves, etc. Generally, these reserves provide transfer funding to the operating budget when required and typically have very few capital related project submissions. It should be noted, these reserve balances substantially contribute to achieving the City's Discretionary Reserve Ratio Policy.

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

There are two reserves that are trending towards a negative reserve balance by 2017:

- 1) Tax Rate Stabilization – This reserve does not have a dedicated funding source, but is funded from surpluses; therefore, this forecast's balance is dependent on the City's performance and difficult to predict. A large payment in 2013 was required to assist with a capital project, significantly reducing available funds. As well, there is a planned annual draw from the reserve to mitigate past budget decisions.

As indicated by the reserve forecast, this draw is slowly being transitioned down to provide a more predictable and sustainable funding source.

- 2) Engineering Reserve – This is due to the transition towards intensification development which the current fee structure does not accommodate. Therefore, there is a need to undertake a fee review for which there is an approved 2013 capital project. The findings from this review will be incorporated into future forecasts.

B) Debenture Funding

Debenture funding is primarily utilized for the City's road and bridge replacement program. Due to the overall substantial asset value and its lengthy life cycle, utilizing long-term debt is appropriate as it aids in spreading these costs over time. The project values planned for the 2014 Capital Budget and 2015-2017 capital plan are as follows:

	2014	2015	2016	2017
Debenture Projects	6,429,490	12,329,544	31,050,705	74,884,151

Where funding opportunities exist, available gas tax funding is utilized. This is a primary reason why forecasted figures are different from prior year budgets. This is a prudent measure which frees up future financial flexibility and reduces the interest component associated with this funding source.

An emerging trend in the capital plan are pressures in the later years for large capital projects with limited or undetermined funding sources. i.e. Black Creek Renewal, Joint Public Works/Parks Yard, City Hall Public Square. To balance the budget, debenture financing is utilized as the default funding source, until a funding strategy is determined. This action results in a significant escalation in debt costs in future years just beyond the forecast. As illustrated above, this is based on the debenture funded capital project balance growing tenfold over 4 years. As illustrated in a previous section, debenture funding is well within the 10% policy target, but is forecasted to approach the City's policy threshold within 6 years. Staff will continue to investigate alternate funding sources where possible.

C) Capital From Taxation

Projects identified for capital from taxation funding consist of two types:

- Non-growth related projects which have no other funding source such as new initiatives, technology replacement, new infrastructure beyond development charge service levels, etc.
- Development charge capital project co-funding requirements, as specified in the Act, typically 10% for soft services e.g. libraries, recreational complexes, parks, vehicles, related studies, etc), but could be higher depending on the benefit to the existing population.

The Draft Operating Plan allocates an average of \$6.7m annually to "Capital From Taxation" funded capital projects. Finance staff along with the Director's Working Group reviewed and prioritized capital project submissions, which were then forwarded to the Senior Management Team (SMT) for further review and prioritization. The criteria used to prioritize projects within a funding source include, but are not limited to consideration of the following:

- Pre-Budget approval obtained
- Funds required to complete previously approved projects
- Legal or Regulatory requirements (including financial commitments)

- Net revenue generating, cost savings or efficiency improvement projects
- Growth related projects
- Infrastructure repair projects
- Equipment replacement projects
- New service levels

As a result, some projects were redistributed within the 4 year capital plan and others deferred beyond the plan's horizon. However, due to a number of large growth projects and corporate initiatives, there still remains an unfunded portion in the 2016 and 2017 years. The new Carrville Community Centre and Library require a large co-funding requirement, representing almost 60% of the 2016 funding amount. Due to the amount, it may be necessary to adjust the timing or investigate other funding sources. This highlights pressures the City is facing to balance existing services, growth requirements and corporate initiatives against limited available funding. The table below highlights the project types, budgets, the extent of the funding shortfall in the outer years, and value of original submissions.

Project Type	2014	2015	2016	2017
Legal and Regulatory	360,925	233,725		98,717
Health & Safety	126,275			206,000
Growth Co-Funding	748,535	1,908,796	5,900,301	2,977,419
Technology Initiatives	731,300	1,260,220	811,720	749,000
Annual Replacement Program	1,314,839	1,293,979	1,289,089	2,059,089
New Initiative	3,226,920	1,617,734		860,180
Total	6,508,794	6,314,454	8,001,110	6,950,405
Available Funding	6,508,794	6,634,572	6,767,520	6,903,127
Difference	0	320,118	(1,233,590)	(47,278)

Original Submissions	8,136,895	9,824,085	10,098,279	10,358,421
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Below is a brief summary of the major projects (between \$200K to \$4M):

2014 Budget	2015 Plan	2016 Plan	2017 Plan
6,508,794	6,314,454	8,001,110	6,950,405
<u>Major Projects</u>	<u>Major Projects</u>	<u>Major Projects</u>	<u>Major Projects</u>
Tree Replacement	Tree Replacement	Tree Replacement	Tree Replacement
Emerals Ash Borer Program	Emerals Ash Borer Program	Emerals Ash Borer Program	Emerals Ash Borer Program
Street Light Pole Program	Street Light Pole Program	Street Light Pole Program	Street Light Pole Program
Maple Reservoir Park -	North Maple Regional Park	North Maple Regional Park	North Maple Regional Park
Senior Soccer Field Lighting	Electronic Doc. Mgnt Sys.	Electronic Doc. Mgnt Sys.	Electronic Doc. Mgnt Sys.
Traffic Data Collection	Carrville Community Centre	Carrville Community Centre	Carrville Community Centre
Calvary Church - Soccer Field	Reposition Fire Stn 7-4	Reposition Fire Stn 7-4	Maple Library Renovations
SonomaHeightsPark-DiamondLighting			

D) Municipal Gas Tax Funds (AMO)

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

The Federal government announced new measures to aid municipalities in meeting their infrastructure needs. Specifically, the Gas Tax program will now be indexed per year and the number of eligible project categories will be expanded to include highways, disaster mitigation, broadband connectivity, brownfield redevelopment, culture, tourism, sport and recreation. Staff continues to monitor for updated information regarding these expanded categories and their associated criteria.

Staff reviewed the list of capital projects submitted and with concurrence of AMO staff have identified a number of capital projects eligible under the Municipal Gas Tax Funding Agreement.

Below is a brief summary of the major projects:

- Pavement Management Program and Bridge replacement
- Asset Management Initiative – Phase Two
- Sidewalk Upgrades
- Pedestrian and Bicycle Master Plan Design and Construction
- Pedestrian Bridge Repairs
- LED Streetlight Conversion
- Walkway Lighting

Total gas tax funded projects submitted in the Capital Plan are shown below:

	2014	2015	2016	2017
Gas Tax Reserve	10,945,316	8,294,940	7,901,852	6,947,525

Actions to Manage Capital Budgets

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

Actively Closing Projects - Continuing with past practice, staff together with departments review projects to determine if projects can be closed. Any remaining project budget balance is returned to the original funding source. As a result of this action, staff have closed 63 projects in 2013 returning \$1.4M to their original funding sources. These efforts are part of the ongoing quarterly review process.

Draft Capital Project Financial Control Policy – In June of 2013 staff presented to Committee the Draft Capital Project Financial Control Policy. This document is intended to:

- Provide a consistent approach to capital project control
- Ensure approved capital projects are implemented as intended
- Provide an element of flexibility to manage operational circumstances
- Report on the status of capital projects
- Develop consistency regarding authorization and resolution of common issues

An update to Committee is scheduled for Q4 of 2013.

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

- Gas tax funding - \$7.3M annually
- Regional Pedestrian and Bicycle Partnership Program
- Canada Cultural Spaces Fund
- Green Municipal Fund
- Places to Grow
- Invest Canada Community Initiative
- Tree Canada

Relationship to Vaughan Vision 2020

The Draft 2014 Budget and 2015-2017 Plan is the process of allocating and approving the resources necessary to continue operations and implement Council's approved plans. Embedded within the City's Budget and Plan are resources to move Vaughan's Vision forward. Furthermore, there are specific additional resource requests and capital funds earmarked to support the City's preferred initiatives and strategic themes.

Regional Implications

There are no Regional implications associated with this report.

Conclusion

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

The City has followed a very thorough process to minimize any tax increase, while maintaining levels of service and meeting regulatory/City policy requirements. Very tight budget guidelines approved by Council were issued to all departments limiting increases to established commitments and pre-defined external pressures. In addition to the strict base budget guidelines, a number of additional resource requests were put forward by departments to maintain service levels, comply with regulatory requirements and implement operational and strategic initiatives. Capital budgets were developed with policy requirements and based on anticipated reserve balances. The Directors' Working Group and Senior Management spent a considerable amount of time reviewing budgets and prioritizing operating and capital requests in order to develop a realistic and responsible financial plan. Although it is possible to reduce the draft budget, it will be difficult to accomplish without impacting service delivery or city building initiatives. The resulting outcome of above efforts is illustrated below in the *Building the Budget* table.

BUILDING THE BUDGET

Illustrated below is the estimated 2014 total property tax bill for the average home in Vaughan, valued at \$551,000. It is important to note, that although York Region's preliminary property tax rate increase is only 1.75% its contribution to the overall increase represents 40% or \$39. This is largely because half of the Property Tax bill is allocated to the Region of York. Overall, the average total property tax bill in Vaughan will increase by \$98 or 2.13%. Vaughan's local portion amounts to \$58 or 1.26% of the total property tax bill.

<i>Property Tax Bill</i>	<i>2013 Property Tax</i>	<i>Est. % \$</i>	<i>Est. 2014 Property Tax</i>	
City of Vaughan	1,228	4.80% 58	1,286	27%
Hospital Levy	60	0.00% -	60	1%
Region of York	2,239	1.75% 39	2,278	49%
Provincial (Education)	1,071	0.00% -	1,071	23%
Total Tax Bill	4,597	2.13% 98	4,695	100%

** 2014 Estimated Property Taxes are based on the avg. home value of \$551k*

Attachments

Attachment 1: Draft Operating Revenue and Expenditure Summary

Attachment 2: Draft Additional Resource Request Summary

Attachment 3: Draft Capital Project Listing by Department

Attachment 4: Draft 4 Year Reserve Continuity Schedule

Attachment 5: Financial Information and Analysis

Attachment 6: Draft Department Information

Appendix A: Additional Resource Request Submissions

Appendix B: Capital Project Detail Sheet

Note: A hard copy of Attachment 5, 6 and Appendix A & B are on file in the City Clerk's Department.

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