VAUGHAN

C 2
COMMUNICATION

SPECIAL COUNCIL
April 1/15
ITEM - 1

memorandum

REVISED C2

(Attachments 1 & 2 attached.)

DATE: March 26, 2015

TO: MAYOR AND MEMBERS OF COUNCIL

FROM: JOHN HENRY, COMMISSIONER OF FINANCE AND CITY TREASURER
LAURA MIRABELLA-SIDDALL, DIRECTOR OF FINANCIAL PLANNING & ANALYTICS

RE: SPECIAL COUNCIL – APRIL 1, 2015
PROPOSED 2015 BUDGET AND 2016-18 PLAN, Item 1

Recommendation

The Commissioner of Finance & City Treasurer and Director of Financial Planning & Analytics recommend;

1. That pursuant to Council's adoption of Item 1 of Report No. 7 of the Finance, Administration and Audit committee on March 24, 2015, ARR 160-15-01 Project Manager and ARR 160-15-05 Property Manager be removed from the PROPOSED 2015 Budget and be deferred to the Recognized 2016 Plan.

Economic Impact

If adopted as presented, excluding ARR 160-15-01 Project Manager and ARR 160-15-05 Property Manager, the PROPOSED 2015 Budget and 2016-18 Plan would have the following economic impacts:

Table 1: Revised Economic Impact of PROPOSED 2015 Budget and 2016-18 Plan (p1.1)

$M	*2015*	*2016*	*2017*	*2018*
	Budget	**Recognized Plan**		
Gross Operating Expenses	258.7	273.0	281.3	290.4
Less: Non-Tax Revenue	-87.7	-84.8	-84.8	-85.1
Assessment Growth	-3.2	-3.4	-3.8	-4.0
Levy Requirement	167.9	184.8	192.7	201.4
Budget Reduction Target		-14.6	-13.9	-16.9
Net Levy Requirement	167.9	173.3	178.7	184.4
Incremental Levy	4.4	5.1	5.4	5.7

Tax Rate Increase	*2.70%*	*9.87%*	*4.12%*	*4.24%*
Budget Reduction Target Required		*-6.87%*	*-1.12%*	*-1.24%*
Tax Rate Increase	***2.70%***	***3.00%***	***3.00%***	***3.00%***
Tax Bill Change for the Average Home*	**$34**	**$39**	**$41**	**$42**

Total Capital Program	**$92.7**	**$106.8**	**$104.5**	**$64.1**

Note: some numbers may not add due to rounding.

** based on the average home valued at $587,000*

Background

By its adoption of Item 1 of Report No. 7 of the Finance, Administration and Audit committee, Council on March 24, 2015 adopted the following:

> *that the approval of the positions of Project Manager and Property Manager in the Building and Facilities 2015 Operating Budget be deferred pending a review of budget process and policies for 2016 by the Budget Task Force, with the two positions to form part of the discussion.*

Revised Tables and Illustration for Item 1

As a result of the deferral of the two additional resource requests from 2015 to 2016, the tables and illustration within the Background – Analysis and Options and Conclusion sections of Item 1 are revised as follows:

Table 2: Revised Municipal Tax Rate Increase Comparison (p1.4)

Municipality	*2015*	*Municipality*	*2014*	*2013*	*2012*	*2011*	*5Yr Average*
Brampton (P)	7.86%	Caledon	4.98%	5.70%	5.24%	10.40%	6.23%
Milton (P)	5.50%	Mississauga	6.10%	7.00%	7.40%	5.80%	6.06%
Aurora (P)	4.96%	Brampton	2.90%	4.90%	4.90%	4.10%	4.93%
Caledon (A)	4.82%	King	2.59%	3.42%	8.90%	5.66%	4.71%
Richmond Hill (A)	4.20%	Milton	3.63%	3.00%	3.60%	4.86%	4.12%
Mississauga (A)	4.00%	Oakville	2.11%	3.01%	6.55%	5.93%	3.99%
Barrie (A)	3.19%	Newmarket	2.72%	3.74%	3.95%	5.89%	3.96%
Burlington (A)	3.65%	Aurora	3.75%	3.42%	4.77%	1.94%	3.77%
Newmarket (P)	3.50%	Barrie	2.03%	3.30%	3.60%	6.50%	3.72%
Markham (P)	2.98%	Burlington	3.50%	4.46%	3.29%	0.90%	3.16%
King (A)	2.97%	Richmond Hill	2.04%	2.50%	2.45%	2.95%	2.83%
Vaughan (P)	***2.70%***	***Vaughan***	***2.50%***	***2.69%***	***2.95%***	***1.95%***	***2.56%***
Oakville (P)	2.35%	Markham	2.49%	1.50%	1.50%	0.00%	1.69%
Average	**4.05%**	**Average**	**3.18%**	**3.74%**	**4.55%**	**4.38%**	**3.98%**

Illustration 2: Revised Conceptual representation of PROPOSED 2015 Budget (p1.5)

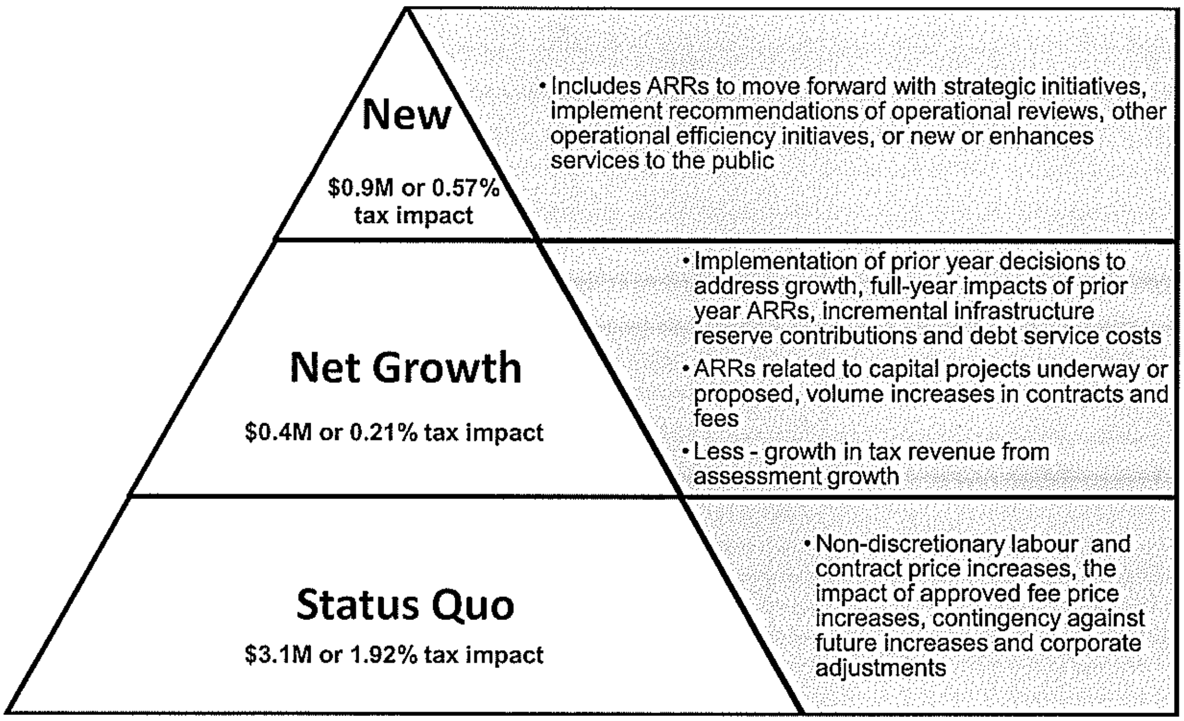

Table 3: Revised Conceptual Budget Framework: Summary of Net Pressures (p1.6)

Drivers Of Budget Expenditure Changes:	*2015 Budget $M*	*2016 Plan $M*	*2017 Plan $M*	*2018 Plan $M*
Existing Cost Base and Normal Course of Business (Status Quo):				
Economic salary adjustments & progressions	5.5	4.8	3.9	2.9
Negotiated contract price increases, utilities, other	0.5	0.9	0.0	-0.4
New user fees and user fee price increases	-0.2	-0.8	-0.8	-0.8
Net corporate changes	-2.7	5.4	3.0	4.4
Total Existing Cost Base and Normal Course of Business (Staus Quo):	**3.1**	**10.1**	**6.2**	**6.1**
	1.92%	*5.92%*	*3.21%*	*3.01%*
Growth-Related Incremental Costs:				
Implementation of Previous Decisions:				
Base budget annualization of previous year fire station 7-5 salary gapping	1.0	0.0	0.0	0.0
ARRs tied to community infrastructure (libraries, parks, fire trucks, community centre)	0.4	4.2	3.6	1.7
Debt service level related to Roads Program	0.5	0.4	-1.9	2.7
Community infrastructure reserve contributions	0.9	0.8	2.1	1.1
Subtotal	**2.8**	**5.5**	**3.7**	**5.5**
Maintain/Growth:				
Base budget increases in contract and utility volumes	0.6	0.2	0.2	0.3
ARRs to support City services	0.4	2.6	1.3	0.3
User fee and service charge volume	-0.2	-0.5	-0.9	-0.2
Subtotal	**0.7**	**2.3**	**0.7**	**0.4**
Assessment growth:	-3.2	-3.4	-3.6	-3.7
Total Growth-Related Incremental Costs:	**0.4**	**4.4**	**0.8**	**2.1**
	0.21%	*2.57%*	*0.44%*	*1.03%*
New Initiatives and Service Level Enhancements:				
Organizational transformation initiatives	0.9	2.1	0.8	0.4
New services or enhanced level of services	0.0	0.2	0.2	0.0
Total New Initiatives and Service Level Enhancements:	**0.9**	**2.4**	**0.9**	**0.4**
	0.56%	*1.38%*	*0.47%*	*0.21%*
Incremental Levy Requirement	**4.4**	**16.9**	**7.9**	**8.6**
	2.70%	*9.87%*	*4.12%*	*4.24%*
Net Budget Reduction Target	**0.0**	**-11.8**	**-2.1**	**-2.5**
		-6.87%	*-1.12%*	*-1.25%*
Tax Levy Increase	**4.4**	**5.1**	**5.8**	**6.1**
Tax Rate Change	***2.70%***	***3.00%***	***3.00%***	***3.00%***

Table 4: Revised Conceptual Budget Framework: Summary of Incremental Levy Requirement (p1.6)

2015 Net Budget Change by Commission/Category	2015 PROPOSED Net Budget Change INC/(DEC) $M				
	Existing Cost Base and Normal Course of Business	Total Growth-Related Incremental Costs	New Initiatives and Service Level Enhancements	Total 2015 Net Budget Change	Rate Increase (%)
Fire & Rescue	1.8	1.1	0.0	2.8	1.73%
Strategic & Corporate Services	0.6	0.2	0.4	1.1	0.69%
Infrastructure-Related Expenditures	0.0	1.3	0.0	1.3	0.78%
Community Services*	1.0	0.1	0.0	1.0	0.63%
Legal & Administrative Services	0.8	0.0	0.2	1.0	0.60%
Vaughan Public Libraries	0.3	0.4	0.0	0.7	0.45%
Finance & City Treasurer	0.2	0.0	0.3	0.5	0.29%
City Manager	0.1	0.1	0.0	0.2	0.11%
Council, Internal Audit & Integrity Commissioner	0.1	0.0	0.1	0.1	0.09%
Planning	-0.5	-0.3	0.0	-0.8	-0.49%
Public Works	-1.6	0.8	0.0	-0.8	-0.48%
Corporate Other	0.4	-3.2	0.0	-2.8	-1.70%
Total	**3.1**	**0.4**	**0.9**	**4.4**	**2.70%**
Tax Rate Impact	**1.92%**	**0.21%**	**0.56%**	**2.70%**	

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

Table 10: Revised PROPOSED Levy Increase and Associated Increase on the Average Tax Bill (p1.15)

$M	2015	2016	2017	2018
	Budget	Recognized Plan		
Tax Rate Increase	2.70%	9.87%	4.12%	4.25%
Less: Budget Reduction Target	-	-6.87%	-1.12%	-1.25%
Adj. Tax Rate Increase	2.70%	3.00%	3.00%	3.00%
Increase on Average Tax Bill	$34	$39	$41	$42

Note: some numbers may not add due to rounding.

Table 11: Revised 2015 Estimated Property Tax Bill (p1.16)

Property Tax Bill	2014 Property Tax	Est. Tax Rate Increase %	Est. Avg. Increase Per Household $	Est. 2015 Property Tax	Portion of Est. Avg. Property Tax Bill
City of Vaughan	**1,279**	***2.70%***	**34**	**1,314**	*27%*
VHCCP Development Levy	57	-	-	57	*1%*
Region of York	2,296	*2.97%*	68	2,364	*49%*
Provincial (Education)	1,119	-	-	1,119	*23%*
New Total Tax Bill	**4,750**	***2.16%***	**103**	**4,853**	*100%*

**VHCCP refers to Vaughan Healthcare Centre Precinct Plan*
Note: some numbers may not add due to rounding.

Attachments:
Attachment 1 – Revised Revenue and Expenditure Summary
Attachment 2 – Revised Additional Resource Request Summary

Respectfully submitted,

John Henry, CPA, CMA
Commissioner of Finance/City Treasurer

Laura Mirabella-Siddall, CPA, CA
Director of Financial Planning & Analytics

VAUGHAN

CITY OF VAUGHAN

PROPOSED 2015 BUDGET AND 2016-2018 OPERATING PLAN

Revenue & Expenditure Summary

CITY OF VAUGHAN
PROPOSED 2015-18 OPERATING BUDGET

TAX LEVY SUMMARY

	2014 BUDGET	PROPOSED 2015 BUDGET	INC. / (DEC.) $	INC. / (DEC.) %	2016 FORECAST	INC. / (DEC.) $	INC. / (DEC.) %	2017 FORECAST	INC. / (DEC.) $	INC. / (DEC.) %	2018 FORECAST	INC. / (DEC.) $	INC. / (DEC.) %
REVENUES	$93,712,007	$90,795,717	($2,916,290)	-3.1%	$87,946,155	($2,849,562)	-3.1%	$88,030,022	$83,867	0.1%	$88,315,555	$285,533	0.3%
EXPENDITURES	$254,039,241	$258,736,947	$4,697,706	1.8%	$276,160,444	$17,423,497	6.7%	$287,914,109	$11,753,665	4.3%	$300,850,648	$12,936,539	4.5%
LEVY	$160,327,234	$167,941,230	$7,613,996	4.7%	$188,214,289	$20,273,059	12.1%	$199,884,087	$11,669,798	6.2%	$212,535,093	$12,651,006	6.3%

CITY OF VAUGHAN
PROPOSED 2015-18 OPERATING BUDGET

TAX LEVY SUMMARY

	2014 BUDGET	PROPOSED 2015 BUDGET	INC. / (DEC.) $	2016 FORECAST	INC. / (DEC.) $	%	2017 FORECAST	INC. / (DEC.) $	%	2018 FORECAST	INC. / (DEC.) $	%
REVENUES	91,212,007	90,795,717	-416,290	87,946,155	-2,849,562	-3.1%	88,030,022	83,867	0.1%	88,315,555	285,533	0.3%
EXPENDITURES	254,039,241	258,736,947	4,697,706	276,160,444	17,423,497	6.7%	287,914,109	11,753,665	4.3%	300,850,648	12,936,539	4.5%
NET EXPENDITURES	162,827,234	167,941,230	5,113,996	188,214,289	20,273,059	12.1%	199,884,087	11,669,798	6.2%	212,535,093	12,651,006	6.3%
PRIOR YEAR SURPLUS CARRY FORWARD TO REDUCE TAX LEVY	2,500,000	0	-2,500,000	0	0	0.0%	0	0	0.0%	0	0	0.0%
LEVY	160,327,234	167,941,230	7,613,996	188,214,289	20,273,059	12.1%	199,884,087	11,669,798	6.2%	212,535,093	12,651,006	6.3%
LESS: ASSESSMENT GROWTH (2015 @ 2%, 2016 @ 2%, 2017 @ 2% and 2018 @ 2%)	2.00%	3,206,545	3,206,545	6,565,369	3,358,825		10,329,655	3,764,286		14,327,337	3,997,682	
		3,206,545	3,206,545	6,565,369	3,358,825		10,329,655	3,764,286		14,327,337	3,997,682	
2015-18 OPERATING BUDGET TAXATION INCREASE FUNDING REQUIRED			4,407,451		16,914,233			7,905,512			8,653,325	
AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS (rounded to 2 decimal places)			2.70%		9.87%			4.12%			4.24%	
RECOGNIZED TAX RATE INCREASE			2.70%		3.00%			3.00%			3.00%	
INCREASE FOR AN AVERAGE HOUSEHOLD ASSESSED AT *2015 @ $587,000, 2016 @ $626,000, 2017 @ $667,000 and 2018 @ $711,000*			$34		$39			$41			$42	

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

	2014 BUDGET	PROPOSED 2015 BUDGET	INC. / (DEC.) $	%	2016 Forecast	INC. / (DEC.) $	%	2017 Forecast	INC. / (DEC.) $	%	2018 Forecast	INC. / (DEC.) $	%
REVENUES:													
2014 TAXATION	160,327,234	160,327,234			160,327,234	-		160,327,234	-		160,327,234	-	
ASSESSMENT GROWTH		3,206,545	3,206,545	2.00%	6,565,369	3,358,825	2.0%	10,329,655	3,764,286	2.0%	14,327,337	3,997,682	2.0%
BASE TAXATION	160,327,234	163,533,779	3,206,545	2.0%	166,892,603	3,358,825	2.1%	170,656,889	3,764,286	2.3%	174,654,571	3,997,682	2.3%
SUPPLEMENTAL TAXATION	3,500,000	3,200,000	(300,000)	-8.6%	3,200,000	0	0.0%	3,200,000	0	0.0%	3,200,000	0	0.0%
GRANT / PAYMENT IN LIEU / OTHER	2,645,200	2,725,200	80,000	3.0%	2,725,200	0	0.0%	2,725,200	0	0.0%	2,725,200	0	0.0%
RESERVES	21,891,749	22,550,158	658,409	3.0%	20,295,428	(2,254,730)	-10.0%	16,843,704	(3,451,724)	-17.0%	15,361,882	(1,481,822)	-8.8%
CORPORATE	23,672,678	21,244,084	(2,428,594)	-10.3%	19,299,337	(1,944,747)	-9.2%	21,421,218	2,121,881	11.0%	22,446,498	1,025,280	4.8%
FEES AND SERVICE CHARGES	39,502,380	41,076,275	1,573,895	4.0%	42,426,190	1,349,915	3.3%	43,839,900	1,413,710	3.3%	44,581,975	742,075	1.7%
PRIOR YEAR'S SURPLUS CARRY FORWARD	2,500,000	0	(2,500,000)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
TOTAL REVENUES	254,039,241	254,329,496	290,255	0.1%	254,838,758	509,263	0.2%	258,686,911	3,848,153	1.5%	262,970,126	4,283,215	1.7%
EXPENDITURES:													
DEPARTMENTAL	221,488,875	229,085,361	7,596,486	3.4%	243,680,787	14,595,426	6.4%	253,892,717	10,211,930	4.2%	259,134,139	5,241,422	2.1%
RESERVE CONTRIBUTION & CORPORATE EXP.	11,731,537	7,230,763	(4,500,774)	-38.4%	7,758,872	528,109	7.3%	9,366,014	1,607,142	20.7%	11,467,326	2,101,312	22.4%
LONG TERM DEBT	14,029,554	15,114,222	1,084,668	7.7%	14,355,910	(758,312)	-5.0%	10,866,397	(3,489,513)	-24.3%	13,098,310	2,231,913	20.5%
CONTINGENCY	425,191	653,000	227,809	53.6%	3,584,526	2,931,526	448.9%	6,873,025	3,288,499	91.7%	10,234,917	3,361,892	48.9%
CAPITAL FROM TAXATION	6,364,084	6,653,601	289,517	4.5%	6,780,349	126,748	1.9%	6,915,956	135,607	2.0%	6,915,956	0	0.0%
TOTAL EXPENDITURES	254,039,241	258,736,947	4,697,706	1.8%	276,160,444	17,423,497	6.7%	287,914,109	11,753,665	4.3%	300,850,648	12,936,539	4.5%
FUNDING REQUIREMENT													
2015 TAXATION INCREASE	0	4,407,451	4,407,451		4,407,451			4,407,451			4,407,451		
2016 TAXATION INCREASE					16,914,234	16,914,234		16,914,234			16,914,234		
2017 TAXATION INCREASE								7,905,512	7,905,512		7,905,512		
2018 TAXATION INCREASE											8,653,325	8,653,325	
AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS			2.70%	.		9.87%			4.12%			4.24%	
RECOGNIZED TAX RATE INCREASE			0.00%	.		3.00%			3.00%			3.00%	
INCREASE FOR AN AVERAGE HOUSEHOLD ASSESSED AT 2015 @ $587,000, 2016 @ $626,000, 2017 @ $667,000 and 2018 @ $711,000			$34	.		$39			$41			$42	

CITY OF VAUGHAN

PROPOSED 2015-18 OPERATING BUDGET

REVENUE BY MAJOR SOURCE

	2014 BUDGET	PROPOSED 2015 BUDGET	INC. / (DEC.) $	INC. / (DEC.) %	2016 FORECAST	INC. / (DEC.) $	INC. / (DEC.) %	2017 FORECAST	INC. / (DEC.) $	INC. / (DEC.) %	2018 FORECAST	INC. / (DEC.) $	INC. / (DEC.) %
TAXATION													
Supplemental	3,500,000	3,200,000	(300,000)	-8.6%	3,200,000	0	0.0%	3,200,000	0	0.0%	3,200,000	0	0.0%
GRANT													
Library Grant	145,200	145,200	0	0.0%	145,200	0	0.0%	145,200	0	0.0%	145,200	0	0.0%
PAYMENT IN LIEU / OTHER													
Payment In Lieu / Other	2,500,000	2,580,000	80,000	3.2%	2,580,000	0	0.0%	2,580,000	0	0.0%	2,580,000	0	0.0%
RESERVES													
Engineering Reserve	5,825,515	6,423,788	598,273	10.3%	6,546,252	122,464	1.9%	6,610,515	64,263	1.0%	6,621,091	10,576	0.2%
Election	1,024,794	148,270	(876,524)	-85.5%	148,270	0	0.0%	148,270	0	0.0%	1,200,000	1,051,730	709.3%
CIL Recreation Land Reserve	776,000	872,000	96,000	12.4%	897,000	25,000	2.9%	919,000	22,000	2.5%	944,000	25,000	2.7%
Administrative Recovery from Capital	1,500,000	1,500,000	0	0.0%	1,500,000	0	0.0%	1,500,000	0	0.0%	1,500,000	0	0.0%
Building Standards Service Continuity Reserve	2,849,680	2,306,298	(543,382)	-19.1%	2,317,837	11,539	0.5%	2,381,113	63,276	2.7%	2,331,202	(49,911)	-2.1%
DC Growth Projects	349,587	0	(349,587)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Insurance Reserve	0	546,545	546,545	0.0%	0	(546,545)	-100.0%	0	0	0.0%	0	0	0.0%
Tax Rate Stabilization Reserve	3,107,410	1,388,000	(1,719,410)	-55.3%	0	(1,388,000)	-100.0%	0	0	0.0%	0	0	0.0%
Working Capital Reserve	0	3,401,741	3,401,741	0.0%	3,891,355	489,614	14.4%	2,408,036	(1,483,319)	-38.1%	269,589	(2,138,447)	-88.8%
Debenture Payment Reserve	3,080,000	3,680,000	600,000	19.5%	2,500,000	(1,180,000)	-32.1%	935,000	(1,565,000)	-62.6%	500,000	(435,000)	-46.5%
Employer Benefit Reserve	0	584,516	584,516	0.0%	696,714	112,198	19.2%	18,770	(677,944)	-97.3%	0	(18,770)	-100.0%
Water & Wastewater Recovery	3,378,763	1,699,000	(1,679,763)	-49.7%	1,798,000	99,000	5.8%	1,923,000	125,000	7.0%	1,996,000	73,000	3.8%
TOTAL RESERVES	21,891,749	22,550,158	658,409	3.0%	20,295,428	(2,254,730)	-10.0%	16,843,704	(3,451,724)	153.1%	15,361,882	(1,481,822)	-8.8%
FEES/SERVICE CHARGES/RECOVERIES													
CITY MANAGER													
Executive Director	0	320,489	320,489	0.0%	336,910	16,421	5.1%	354,015	17,105	5.1%	371,832	17,817	5.0%
Fire And Rescue Services	626,787	647,242	20,455	3.3%	985,156	337,914	52.2%	1,032,333	47,177	4.8%	1,109,840	77,507	7.5%
COMMISSIONER OF LEGAL & ADMIN. SERV.													
Clerks	39,305	41,445	2,140	5.4%	44,811	3,366	8.1%	45,946	1,135	2.5%	47,008	1,062	2.3%
Clerks - Licensing	1,196,290	1,243,321	47,031	3.9%	1,310,053	66,732	5.4%	1,329,557	19,504	1.5%	1,358,297	28,740	2.2%
Committee Of Adjustment	507,336	480,216	(27,120)	-5.3%	504,229	24,013	5.0%	528,868	24,639	4.9%	554,189	25,321	4.8%
Legal Services	67,478	70,316	2,838	4.2%	73,558	3,242	4.6%	74,788	1,230	1.7%	76,018	1,230	1.6%
By-Law & Compliance	2,429,717	2,454,547	24,830	1.0%	2,493,006	38,459	1.6%	2,514,456	21,450	0.9%	2,519,676	5,220	0.2%
COMMISSIONER OF COMMUNITY SERVICES													
Curb Appeal/Winterlights Program	5,000	0	(5,000)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Community Grants & Advisory Committees	6,000	6,000	0	0.0%	6,000	0	0.0%	6,000	0	0.0%	6,000	0	0.0%
Recreation	18,870,100	19,106,150	236,050	1.3%	19,370,978	264,828	1.4%	20,268,895	897,917	4.6%	20,537,441	268,546	1.3%
Culture Services	562,980	515,950	(47,030)	-8.4%	515,950	0	0.0%	515,950	0	0.0%	515,950	0	0.0%
Buildings And Facilities	284,356	290,381	6,025	2.1%	291,474	1,093	0.4%	292,590	1,116	0.4%	292,590	0	0.0%
COMMISSIONER OF PLANNING													
Policy Planning	157,077	0	(157,077)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Development Planning	4,477,465	4,594,474	117,009	2.6%	4,781,393	186,919	4.1%	4,930,632	149,239	3.1%	5,041,757	111,125	2.3%
Building Standards - Licenses/Permits	6,650,000	7,452,000	802,000	12.1%	7,757,000	305,000	4.1%	7,912,000	155,000	2.0%	8,070,000	158,000	2.0%
- Plumbing Permits	485,000	666,000	181,000	37.3%	693,000	27,000	4.1%	707,000	14,000	2.0%	721,000	14,000	2.0%
- Service Charges	531,661	572,161	40,500	7.6%	623,661	51,500	9.0%	640,911	17,250	2.8%	641,261	350	0.1%
COMMISSIONER OF CORPORATE & STRATEGIC SERVICES													
Environmental Sustainability	0	113,061	113,061	0.0%	0	(113,061)	-100.0%	0	0	0.0%	0	0	0.0%
COMMISSIONER OF PUBLIC WORKS													
Development Eng & Infrastructure Planning	0	359,936	359,936	0.0%	372,459	12,523	3.5%	377,082	4,623	1.2%	382,325	5,243	1.4%
Development And Transport. Engineering	473,588	0	(473,588)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Capital Delivery & Asset Management	0	13,670	13,670	0.0%	14,040	370	2.7%	14,410	370	2.6%	14,780	370	2.6%
Engineering Services	256,734	0	(256,734)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Environmental Services	0	1,263,186	1,263,186	0.0%	1,282,631	19,445	1.5%	1,303,910	21,279	1.7%	1,323,855	19,945	1.5%
Transportation Serv. Parks & Forestry	0	470,305	470,305	0.0%	481,716	11,411	2.4%	487,598	5,882	1.2%	493,371	5,773	1.2%
Parks & Forestry Operations	133,567	0	(133,567)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Cemeteries	73,455	74,925	1,470	2.0%	76,465	1,540	2.1%	77,459	994	1.3%	79,285	1,826	2.4%
Public Works - Operations	1,356,584	0	(1,356,584)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
VAUGHAN PUBLIC LIBRARIES	311,900	320,500	8,600	2.8%	411,700	91,200	28.5%	425,500	13,800	3.4%	425,500	0	0.0%
TOTAL FEES / SERVICE CHARGES	39,502,380	41,076,275	1,573,895	4.0%	42,426,190	1,349,915	3.3%	43,839,900	1,413,710	3.3%	44,581,975	742,075	1.7%
TOTAL CORPORATE REVENUES	23,672,678	21,244,084	(2,428,594)	-10.3%	19,299,337	(1,944,747)	-9.2%	21,421,218	2,121,881	11.0%	22,446,498	1,025,280	4.8%
TOTAL REVENUE	91,212,007	90,795,717	-416,290	-0.5%	87,946,155	-2,849,562	-3.1%	88,030,022	83,867	0.1%	88,315,555	285,533	0.3%

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

	2014 BUDGET	PROPOSED 2015 BUDGET	INC. / (DEC.) $	INC. / (DEC.) %	2016 FORECAST	INC. / (DEC.) $	INC. / (DEC.) %	2017 FORECAST	INC. / (DEC.) $	INC. / (DEC.) %	2018 FORECAST	INC. / (DEC.) $	INC. / (DEC.) %
CORPORATE REVENUE DETAIL :													
Fines And Penalties	5,100,000	5,150,000	50,000	1.0%	5,150,000	0	0.0%	5,200,000	50,000	1.0%	5,200,000	0	0.0%
Tax Certificates And Documents	506,263	531,104	24,841	4.9%	532,360	1,256	0.2%	536,741	4,381	0.8%	554,521	17,780	3.3%
Investment Income	2,525,000	2,275,000	(250,000)	-9.9%	2,303,407	28,407	1.2%	2,553,407	250,000	10.9%	3,053,407	500,000	19.6%
Powerstream Investment Income	4,700,000	4,700,000	0	0.0%	4,700,000	0	0.0%	4,700,000	0	0.0%	4,700,000	0	0.0%
Powerstream Dividends	6,200,000	7,998,500	1,798,500	29.0%	6,022,500	(1,976,000)	-24.7%	7,840,000	1,817,500	30.2%	8,347,500	507,500	6.5%
Special Dividend - VHI	3,645,470	0	(3,645,470)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Miscellaneous Revenue	539,608	170,000	(369,608)	-68.5%	170,000	0	0.0%	170,000	0	0.0%	170,000	0	0.0%
Purchasing	60,700	30,700	(30,000)	-49.4%	30,700	0	0.0%	30,700	0	0.0%	30,700	0	0.0%
Sale of Fixed Assets	0	30,000	30,000	0.0%	30,000	0	0.0%	30,000	0	0.0%	30,000	0	0.0%
Cashiering Services	89,392	53,045	(36,347)	-40.7%	54,635	1,590	3.0%	54,635	0	0.0%	54,635	0	0.0%
Capital Admin. Revenue	12,000	4,000	(8,000)	-66.7%	4,000	0	0.0%	4,000	0	0.0%	4,000	0	0.0%
Mayor's Gala/Golf Classic	294,245	301,735	7,490	2.5%	301,735	0	0.0%	301,735	0	0.0%	301,735	0	0.0%
TOTAL CORPORATE REVENUE	23,672,678	21,244,084	(2,428,594)	-10.3%	19,299,337	(1,944,747)	-9.2%	21,421,218	2,121,881	11.0%	22,446,498	1,025,280	4.8%

CITY OF VAUGHAN
PROPOSED 2015-18 OPERATING BUDGET

Expenditure By Major Category (1)

	2014 BUDGET	PROPOSED 2015 BUDGET	INC. / (DEC.) $	%	2016 FORECAST	INC. / (DEC.) $	%	2017 FORECAST	INC. / (DEC.) $	%	2018 FORECAST	INC. / (DEC.) $	%
COUNCIL	1,524,230	1,552,442	28,212	1.9%	1,586,043	33,601	2.2%	1,620,239	34,196	2.2%	1,665,103	44,864	2.8%
OFFICE OF THE INTEGRITY COMMISSIONER	200,000	200,000	0	0.0%	200,000	0	0.0%	200,000	0	0.0%	200,000	0	0.0%
Internal Audit	429,643	550,679	121,036	28.2%	565,913	15,234	2.8%	577,746	11,833	2.1%	582,604	4,858	0.8%
City Manager	818,116	668,464	(149,652)	-18.3%	674,627	6,163	0.9%	677,932	3,305	0.5%	681,491	3,559	0.5%
Executive Director	201,988	659,879	457,891	231.6%	693,238	23,359	3.5%	716,639	23,401	3.4%	741,100	24,461	3.4%
Economic and Business Development	1,560,629	1,599,326	38,697	2.5%	1,641,555	42,229	2.6%	1,670,430	28,875	1.8%	1,686,347	15,917	1.0%
Corporate Communications	1,216,614	1,394,372	177,758	14.6%	1,431,916	37,544	2.7%	1,457,784	25,868	1.8%	1,474,037	16,253	1.1%
Fire and Rescue Services	40,807,877	43,661,960	2,854,083	7.0%	45,875,462	2,213,502	5.1%	47,706,242	1,830,780	4.0%	49,378,573	1,672,331	3.5%
Emergency Planning	196,896	200,871	3,975	2.0%	317,461	116,590	58.0%	366,228	48,767	15.4%	344,700	(21,528)	-5.9%
TOTAL CITY MANAGER	44,802,120	48,194,872	3,392,752	7.6%	50,634,259	2,439,387	5.1%	52,595,255	1,960,996	3.9%	54,306,248	1,710,993	3.3%
Commissioner of Finance and City Treasurer	408,978	529,558	120,580	29.5%	555,694	26,136	4.9%	571,066	15,372	2.8%	577,326	6,260	1.1%
City Financial Services	3,121,171	3,267,372	146,201	4.7%	3,303,393	36,021	1.1%	3,475,242	171,849	5.2%	3,496,598	21,356	0.6%
Budgeting and Financial Planning	2,342,301	2,268,086	(74,215)	-3.2%	2,331,992	63,906	2.8%	2,491,991	159,999	6.9%	2,637,357	145,366	5.8%
Development Finance & Investments	721,905	769,522	47,617	6.6%	845,771	76,249	9.9%	967,388	121,617	14.4%	1,115,002	147,614	15.3%
Purchasing Services	1,599,466	1,830,067	230,601	14.4%	1,857,762	27,695	1.5%	1,877,653	19,891	1.1%	1,842,922	(34,731)	-1.8%
TOTAL COMM. OF FINANCE AND CITY TREASURER	8,193,821	8,664,605	470,784	5.7%	8,894,612	230,007	2.7%	9,383,340	488,728	5.5%	9,669,205	285,865	3.0%
Commissioner of Legal and Administrative Services	424,625	434,883	10,258	2.4%	442,619	7,736	1.8%	448,956	6,337	1.4%	451,792	2,836	0.6%
City Clerk	4,764,653	5,003,756	239,103	5.0%	5,168,701	164,945	3.3%	5,454,804	286,103	5.5%	5,489,872	35,068	0.6%
Clerks - Licensing	675,456	710,732	35,276	5.2%	718,372	7,640	1.1%	779,859	61,487	8.6%	786,291	6,432	0.8%
Committee of Adjustment	596,892	614,894	18,002	3.0%	622,089	7,195	1.2%	625,119	3,030	0.5%	628,240	3,121	0.5%
City Clerk - Insurance	4,729,136	5,553,319	824,183	17.4%	6,180,074	626,755	11.3%	6,259,649	79,575	1.3%	6,588,801	329,152	5.3%
Legal Services	2,170,432	2,447,102	276,670	12.7%	2,912,175	465,073	19.0%	2,956,543	44,368	1.5%	3,009,868	53,325	1.8%
By-Law & Compliance	5,917,202	6,092,265	175,063	3.0%	6,945,186	852,921	14.0%	7,068,484	123,298	1.8%	7,145,864	77,380	1.1%
TOTAL COMM. OF LEGAL AND ADMINISTRATIVE SERVICES	19,278,396	20,856,951	1,578,555	8.2%	22,989,216	2,132,265	10.2%	23,593,414	604,198	2.6%	24,100,728	507,314	2.2%
Commissioner of Community Services	464,685	430,861	(33,824)	-7.3%	438,500	7,639	0.0%	444,739	6,239	0.0%	447,140	2,401	0.0%
Curb Appeal/Winterlights Program	80,140	0	(80,140)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Community Grants & Advisory Committees	98,982	99,711	729	0.7%	100,454	743	0.7%	100,454	0	0.0%	100,454	0	0.0%
Recreation	20,036,232	20,244,814	208,582	1.0%	20,533,621	288,807	1.4%	21,904,852	1,371,231	6.7%	21,969,938	65,086	0.3%
Cultural Services	1,971,032	1,983,372	12,340	0.6%	2,157,906	174,534	8.8%	2,321,464	163,558	7.6%	2,245,055	(76,409)	-3.3%
Buildings and Facilities	21,988,982	22,095,257	106,275	0.5%	23,029,230	933,973	4.2%	24,887,114	1,857,884	8.1%	25,367,448	480,334	1.9%
Fleet Management	2,659,880	2,642,348	(17,532)	-0.7%	2,695,424	53,076	2.0%	2,720,460	25,036	0.9%	2,741,507	21,047	0.8%
Parks Development	1,335,110	1,382,158	47,048	3.5%	1,510,528	128,370	9.3%	1,649,209	138,681	9.2%	1,671,512	22,303	1.4%
TOTAL COMMISSIONER OF COMMUNITY SERVICES	48,635,043	48,878,521	243,478	0.5%	50,465,663	1,587,142	3.2%	54,028,292	3,562,629	7.1%	54,543,054	514,762	1.0%
Commissioner of Planning	393,162	408,514	15,352	3.9%	413,997	5,483	1.3%	416,025	2,028	0.5%	418,202	2,177	0.5%
Development Planning	3,908,957	3,893,005	(15,952)	-0.4%	4,117,071	224,066	5.8%	4,157,328	40,257	1.0%	4,192,022	34,694	0.8%
Policy Planning	1,604,819	1,517,633	(87,186)	-5.4%	1,457,506	(60,127)	-4.0%	1,474,840	17,334	1.2%	1,485,994	11,154	0.8%
Building Standards	7,182,067	7,571,730	389,663	5.4%	7,714,101	142,371	1.9%	7,801,151	87,050	1.1%	7,853,737	52,586	0.7%
TOTAL COMMISSIONER OF PLANNING	13,089,005	13,390,882	301,877	2.3%	13,702,675	311,793	2.3%	13,849,344	146,669	1.1%	13,949,955	100,611	0.7%
Commissioner of Strategic & Corporate Services	407,914	426,792	18,878	4.6%	436,647	9,855	2.3%	438,565	1,918	0.4%	440,632	2,067	0.5%
Corporate Asset Management	54,267	66,164	11,897	21.9%	70,437	4,273	6.5%	73,801	3,364	4.8%	76,407	2,606	3.5%
Strategic Planning	316,709	322,491	5,782	1.8%	517,093	194,602	60.3%	492,692	(24,401)	-4.7%	499,582	6,890	1.4%
Environment Sustainability	311,168	423,408	112,240	36.1%	431,072	7,664	1.8%	437,876	6,804	1.6%	445,058	7,182	1.6%
Innovation & Continuous Improvement	883,225	1,005,719	122,494	13.9%	1,267,727	262,008	26.1%	1,497,302	229,575	18.1%	1,512,513	15,211	1.0%
Access Vaughan	1,119,347	1,106,036	(13,311)	-1.2%	1,212,252	106,216	9.6%	1,273,276	61,024	5.0%	1,338,466	65,190	5.1%
Information and Technology Management	8,866,096	9,657,342	791,246	8.9%	10,803,547	1,146,205	11.9%	11,276,069	472,522	4.4%	11,814,867	538,798	4.8%
Human Resources	3,786,434	3,971,380	184,946	4.9%	4,465,073	493,693	12.4%	4,623,749	158,676	3.6%	4,585,119	(38,630)	-0.8%
TOTAL COMMISSIONER OF STRATEGIC & CORPORATE SERVICES	15,745,160	16,979,332	1,234,172	7.8%	19,203,848	2,224,516	13.1%	20,113,330	909,482	4.7%	20,712,644	599,314	3.0%
Commissioner of Public Works	515,728	443,247	(72,481)	-14.1%	455,242	11,995	2.7%	567,677	112,435	24.7%	465,147	(102,530)	-18.1%
Development Eng & Infrastructure Planning	0	5,211,034	5,211,034	0.0%	5,336,103	125,069	2.4%	5,402,953	66,850	1.3%	5,455,741	52,788	1.0%
Development And Transport. Engineering	5,309,308	0	(5,309,308)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Capital Delivery & Asset Management	0	2,424,023	2,424,023	0.0%	2,468,477	44,454	1.8%	2,491,461	22,984	0.9%	2,510,014	18,553	0.7%
Engineering Services	4,545,890	0	(4,545,890)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Environmental Services	0	10,523,540	10,523,540	0.0%	10,960,992	437,452	4.2%	11,155,660	194,668	1.8%	11,352,845	197,185	1.8%
Transportation Serv, Parks & Forestry	0	36,190,246	36,190,246	0.0%	37,600,376	1,410,130	3.9%	38,761,508	1,161,132	3.1%	39,761,101	999,593	2.6%
Parks & Forestry Operations	14,323,831	0	(14,323,831)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Public Works - Operations	30,612,345	0	(30,612,345)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
TOTAL COMMISSIONER OF ENGINEERING SERVICES AND PUBLIC WORKS	55,307,102	54,792,090	(515,012)	-0.9%	56,821,190	2,029,100	3.7%	58,379,259	1,558,069	2.7%	59,544,848	1,165,589	2.0%
VAUGHAN PUBLIC LIBRARIES	14,284,355	15,024,987	740,632	5.2%	18,617,368	3,592,381	23.9%	19,552,498	935,130	5.0%	19,859,750	307,252	1.6%
TOTAL DEPARTMENTAL EXPENDITURES	221,488,875	229,085,361	7,596,486	3.4%	243,680,787	14,595,426	6.4%	253,892,717	10,211,930	4.2%	259,134,139	5,241,422	2.1%
RESERVE CONTRIBUTION & CORP. EXPENDITURES	11,731,537	7,230,763	(4,500,774)	-38.4%	7,758,872	528,109	7.3%	9,366,014	1,607,142	20.7%	11,467,326	2,101,312	22.4%
LONG TERM DEBT	14,029,554	15,114,222	1,084,668	7.7%	14,355,910	(758,312)	-5.0%	10,866,397	(3,489,513)	-24.3%	13,098,310	2,231,913	20.5%
CONTINGENCY	425,191	653,000	227,809	53.6%	3,584,526	2,931,526	448.9%	6,873,025	3,288,499	91.7%	10,234,917	3,361,892	48.9%
CAPITAL FROM TAXATION	6,364,084	6,653,601	289,517	4.5%	6,780,349	126,748	1.9%	6,915,956	135,607	2.0%	6,915,956	0	0.0%
TOTAL EXPENDITURES	254,039,241	258,736,947	4,697,706	1.8%	276,160,444	17,423,497	6.7%	287,914,109	11,753,665	4.3%	300,850,648	12,936,539	4.5%

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

CITY OF VAUGHAN
PROPOSED 2015-18 OPERATING BUDGET

Expenditure By Major Category (1)

	2014 BUDGET	PROPOSED 2015 BUDGET	INC. / (DEC.) $	%	2016 FORECAST	INC. / (DEC.) $	%	2017 FORECAST	INC. / (DEC.) $	%	2018 FORECAST	INC. / (DEC.) $	%
RESERVE CONTRIBUTION & CORP. EXP. DETAIL:													
RESERVE CONTRIBUTIONS:													
Bldg & Facil. Infrast. Res.	2,632,247	2,708,546	76,299	2.9%	3,064,472	355,926	13.1%	3,917,701	853,229	27.8%	4,438,017	520,316	13.3%
Roads Infrastructure Res.	420,309	424,512	4,203	1.0%	428,800	4,288	1.0%	433,173	4,373	1.0%	477,777	44,604	10.3%
Parks Infrastructure Res.	449,749	818,477	368,728	82.0%	901,446	82,969	10.1%	1,563,386	661,940	73.4%	1,664,299	100,913	6.5%
Election Reserve Contribution	450,000	450,000	0	0.0%	450,000	0	0.0%	450,000	0	0.0%	450,000	0	0.0%
Additional Vehicle Contribution	387,478	387,478	0	0.0%	387,478	0	0.0%	387,478	0	0.0%	387,478	0	0.0%
Fire & Rescue Contribution	1,287,837	1,316,066	28,229	2.2%	1,391,393	75,327	5.7%	1,409,923	18,530	1.3%	1,563,780	153,857	10.9%
Heritage Contribution	212,242	214,364	2,122	1.0%	216,529	2,165	1.0%	218,737	2,208	1.0%	241,260	22,523	10.3%
Streetscapes Contribution	475,651	475,651	0	0.0%	475,651	0	0.0%	570,731	95,080	20.0%	637,312	66,581	11.7%
City Playhouse Contribution	15,000	15,000	0	0.0%	15,000	0	0.0%	15,000	0	0.0%	16,500	1,500	10.0%
ITM Reserve Contribution	1,060,744	1,090,217	29,473	2.8%	1,119,694	29,477	2.7%	1,149,171	29,477	2.6%	1,272,931	123,760	10.8%
Artificial Turf Contribution	140,000	132,500	(7,500)	-5.4%	132,500	0	0.0%	132,500	0	0.0%	132,500	0	0.0%
TOTAL RESERVE CONTRIBUTIONS	7,531,257	8,032,811	501,554	6.7%	8,582,963	550,152	6.8%	10,247,800	1,664,837	19.4%	11,281,854	1,034,054	10.1%
CORPORATE EXPENDITURES:													
Mayor's Gala/Golf Classic	294,245	301,735	7,490	2.5%	301,735	0	0.0%	301,735	0	0.0%	301,735	0	0.0%
Bank Charges	104,500	104,500	0	0.0%	105,000	500	0.5%	105,500	500	0.5%	106,000	500	0.5%
Professional Fees	184,000	184,000	0	0.0%	184,000	0	0.0%	184,000	0	0.0%	184,000	0	0.0%
OMB Hearings, Professional Fees & Resources	2,992,210	462,242	(2,529,968)	-84.6%	460,000	(2,242)	-0.5%	400,000	(60,000)	-13.0%	400,000	0	0.0%
VMC Development & Implementation	1,482,868	0	(1,482,868)	-100.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Joint Services (Payroll/Cashiering)	473,416	487,616	14,200	3.0%	502,245	14,629	3.0%	517,323	15,078	3.0%	532,831	15,508	3.0%
Sundry	0	0	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
City Hall Funding	0	0	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Tax Adjustments	2,150,000	2,275,000	125,000	5.8%	2,275,000	0	0.0%	2,300,000	25,000	1.1%	2,300,000	0	0.0%
Corporate Insurance	0	0	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Amo Membership	17,100	18,000	900	5.3%	18,900	900	5.0%	19,800	900	4.8%	20,800	1,000	5.1%
Conferences	28,300	28,300	0	0.0%	28,300	0	0.0%	28,300	0	0.0%	28,300	0	0.0%
Election	903,641	148,270	(755,371)	-83.6%	148,270	0	0.0%	148,270	0	0.0%	1,200,000	1,051,730	709.3%
Anticipated Labour Savings	(4,430,000)	(4,811,711)	(381,711)	8.6%	(4,847,541)	(35,830)	0.7%	(4,886,714)	(39,173)	0.8%	(4,888,194)	(1,480)	0.0%
TOTAL CORPORATE EXPENDITURES	4,200,280	(802,048)	(5,002,328)	-119.1%	(824,091)	(22,043)	2.7%	(881,786)	(57,695)	7.0%	185,472	1,067,258	-121.0%
TOTAL RESERVE CONTRIBUTIONS & CORP. EXP.	11,731,537	7,230,763	(4,500,774)	-38.4%	7,758,872	528,109	7.3%	9,366,014	1,607,142	20.7%	11,467,326	2,101,312	22.4%

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

REVISED 2015-2018 Additional Resource Request Listing

Attachment 2 – Revised Additional Resource Request Summary

Year	Type	Commission	Index #	Description	Net FTE	2015 $	2015 %	2016 $	2016 %	2017 $	2017 %	2018 $	2018 %
2015	Growth	City Manager	200-15-01	Business Services Specialist	1.00	0	0.00%	1,494	0.00%	3,889	0.00%	4,083	0.00%
		City Manager	022-15-01	Administrative and Project Assistant to Executive Director	1.00	0	0.00%	4,908	0.00%	5,153	0.00%	5,411	0.00%
		City Manager	126-15-01	Graphic Arts Coordinator	1.00	0	0.00%	4,729	0.00%	4,966	0.00%	5,214	0.00%
		City Manager	126-16-01	Communications Specialist, Website Content Management	1.00	94,422	0.06%	481	0.00%	4,705	0.00%	4,940	0.00%
		Legal and Admininstrative Services	080-15-01	Paralegal Prosecuter	1.00	51,215	0.03%	1,797	0.00%	5,693	0.00%	5,978	0.00%
		Library	220-15-01/02	Civic Centre Resource Library - Operations & Staffing (gapped 9/12)	37.00	283,220	0.17%	2,560,241	1.49%	113,173	0.06%	118,831	0.06%
		Planning	110-15-01	AMANDA Technician	1.00	0	0.00%	0	0.00%	0	0.00%	0	0.00%
		Public Works	130-15-01	Supervisor, Development Inspection and Lot grading	1.00	0	0.00%	-750	0.00%	0	0.00%	0	0.00%
		Public Works	155-16-01	Heavy Equipment Operator 1	2.00	156,190	0.10%	7,660	0.00%	8,042	0.00%	8,445	0.00%
		Public Works	205-14-11	Bocce Court Maintenance	0.00	65,000	0.04%	0	0.00%	0	0.00%	0	0.00%
		Public Works	205-15-01	New Park Operating Expenses	0.00	53,675	0.03%	0	0.00%	0	0.00%	0	0.00%
		Public Works	205-15-02	Milani 9v9 Soccer field mtce	0.00	17,900	0.01%	0	0.00%	0	0.00%	0	0.00%
		Public Works	205-15-03	3 Temporary Summer Students	1.50	57,213	0.03%	2,861	0.00%	3,004	0.00%	3,154	0.00%
		Strategic & Corporate Services	122-15-01	Sustainability Coordinator Contract	1.00	0	0.00%	2,161	0.00%	4,369	0.00%	4,587	0.00%
		Strategic & Corporate Services	165-15-02	Driver and Compliance Trainer - FT Conversion	1.00	0	0.00%	4,481	0.00%	4,705	0.00%	4,940	0.00%
	Growth Total				49.50	778,835	0.48%	2,590,062	1.51%	157,699	0.08%	165,584	0.08%
	New	City Auditor	015-15-01	Professional Services and Risk Management Support	0.00	50,000	0.03%	0	0.00%	0	0.00%	0	0.00%
		~~Community Services~~	~~160-15-01~~	~~Project Manager~~	~~1.00~~	~~137,788~~	~~0.08%~~	~~-11,026~~	~~-0.01%~~	~~6,263~~	~~0.00%~~	~~6,576~~	~~0.00%~~
		~~Community Services~~	~~160-15-05~~	~~Property Manager~~	~~1.00~~	~~137,788~~	~~0.08%~~	~~-11,026~~	~~-0.01%~~	~~6,263~~	~~0.00%~~	~~6,576~~	~~0.00%~~
		Finance	070-15-02	Accts Payable Implementation (P2)	1.00	110,617	0.07%	26,422	0.02%	-9,307	0.00%	5,978	0.00%
		Finance	079-15-01	Procure to Pay Recommendation Implementation Program-Reporting Officer	1.00	187,600	0.11%	-5,545	0.00%	6,253	0.00%	-43,435	-0.02%
		Legal and Admininstrative Services	080-14-04	Legal Counsel - Procurement	1.00	170,869	0.10%	4,507	0.00%	8,539	0.00%	8,966	0.00%
		Planning	110-15-02	Plans Examiner/Inspector Plumbing and Mechanical	1.00	0	0.00%	0	0.00%	0	0.00%	0	0.00%
		Public Works	205-15-06	Vehicle and Equipment GPS	0.00	21,000	0.01%	0	0.00%	0	0.00%	0	0.00%
		Strategic & Corporate Services	050-15-01	Systems Analyst/project leader JDE PT	0.69	0	0.00%	-132	0.00%	3,537	0.00%	3,713	0.00%
		Strategic & Corporate Services	050-15-02	Systems Analyst/Project leader (JDE)	1.00	115,089	0.07%	1,922	0.00%	5,693	0.00%	5,978	0.00%
		Strategic & Corporate Services	050-15-03	Systems Analyst/Project leader (AMANDA - Mobility))	1.00	28,338	0.02%	1,922	0.00%	5,693	0.00%	5,978	0.00%
		Strategic & Corporate Services	050-15-09	Systems Analyst/Project leader (Asset Mgmt/Sys Integration)	1.00	115,089	0.07%	1,922	0.00%	5,693	0.00%	5,978	0.00%
		Strategic & Corporate Services	050-15-11	Systems Analyst/Project leader (GIS Architect)	1.00	115,089	0.07%	1,922	0.00%	5,693	0.00%	5,978	0.00%
	New Total				8.69	913,691	0.56%	32,940	0.02%	31,793	0.02%	-867	0.00%
2015 Total					58.19	1,692,526	1.03%	2,623,002	1.53%	189,492	0.10%	164,717	0.08%

REVISED 2015-2018 Additional Resource Request Listing

Year	Type	Commission	Index #	Description	Net FTE	2015 $	2015 %	2016 $	2016 %	2017 $	2017 %	2018 $	2018 %
2016 Growth													
		Deferred from 2015											
		City Manager	200-14-01	Customer Service Administration Clerk	0.69	0	0.00%	19,722	0.01%	986	0.00%	1,035	0.00%
		City Manager	200-15-02	Client Services Specialist	1.00	0	0.00%	84,107	0.05%	4,200	0.00%	4,410	0.00%
		Legal and Admininstrative Services	040-15-02	Admin Assistant to Director	1.00	0	0.00%	59,305	0.03%	2,491	0.00%	4,716	0.00%
		Legal and Admininstrative Services	080-14-02	Real Estate - Acquisitions	1.00	0	0.00%	131,159	0.08%	4,808	0.00%	6,718	0.00%
		Legal and Admininstrative Services	080-15-02	Legal Counsel - Developments	1.00	0	0.00%	174,773	0.10%	4,702	0.00%	8,744	0.00%
		Planning	206-15-01	Landscape Architect 4yr Contract	1.00	0	0.00%	100,460	0.06%	-988	0.00%	4,906	0.00%
		Strategic & Corporate Services	024-14-01	Strategic Planning Business Analysts	1.00	0	0.00%	105,454	0.06%	4,048	0.00%	5,300	0.00%
		Strategic & Corporate Services	050-14-04	Client Support Analyst - Audio/Video	1.00	0	0.00%	99,573	0.06%	-1,411	0.00%	4,818	0.00%
		Strategic & Corporate Services	090-15-01	Admin Coordinator (2yr Contract)	1.00	0	0.00%	77,729	0.05%	3,861	0.00%	-81,590	-0.04%
		Strategic & Corporate Services	090-16-03	Human Resources Partner	1.00	0	0.00%	118,543	0.07%	552	0.00%	5,830	0.00%
		Strategic & Corporate Services	123-15-03	Business Analyst	2.00	0	0.00%	242,514	0.14%	-13,424	-0.01%	11,104	0.01%
		Strategic & Corporate Services	160-15-03	Capital Project Supervisor	1.00	0	0.00%	129,543	0.08%	-11,448	-0.01%	5,830	0.00%
				Sub-total	12.69	0	0.00%	1,342,882	0.78%	-1,621	0.00%	-18,179	-0.01%
		2016 Requests											
		City Manager	100-16-01	Stores Clerk	1.00	0	0.00%	71,612	0.04%	-1,720	0.00%	6,747	0.00%
		City Manager	100-16-04	STN 74 - 10 Firefighters (1st Contingent) (GAPPED)	10.00	0	0.00%	527,354	0.31%	400,604	0.21%	84,500	0.04%
		City Manager	105-16-02	Primary and Alternate EOC Telephone Systems	0.00	0	0.00%	63,390	0.04%	0	0.00%	0	0.00%
		City Manager	210-16-02	Arts & Culture Marketing Material	0.00	0	0.00%	60,000	0.04%	0	0.00%	0	0.00%
		City Manager	210-16-04	Events Coordinator	1.00	0	0.00%	98,973	0.06%	-411	0.00%	4,818	0.00%
		Finance	077-16-01	Treasury Clerk	0.69	0	0.00%	0	0.00%	-140	0.00%	2,478	0.00%
		Legal and Admininstrative Services	040-14-01	Property Standards Officer	2.00	0	0.00%	161,703	0.09%	4,635	0.00%	9,592	0.00%
		Legal and Admininstrative Services	040-14-13	By-Law and Compliance Supervisor	1.00	0	0.00%	124,070	0.07%	5,581	0.00%	6,385	0.00%
		Legal and Admininstrative Services	40-15-03	Animal Control officers	2.00	0	0.00%	164,723	0.10%	-994	0.00%	7,986	0.00%
		Legal and Admininstrative Services	40-15-04	Special Enforcement Unit Officers	2.00	0	0.00%	187,740	0.11%	-4,668	0.00%	8,854	0.00%
		Library	220-16-01 A+B	Vellore Village South Library	9.00	0	0.00%	559,850	0.33%	25,328	0.01%	26,594	0.01%
		Public Works	155-15-01	Dispatch Clerk	0.50	0	0.00%	39,309	0.02%	1,965	0.00%	2,064	0.00%
		Public Works	205-14-08	Aerating Parks	0.00	0	0.00%	20,000	0.01%	0	0.00%	0	0.00%
		Public Works	205-14-09	Fertilizing Parks	0.00	0	0.00%	20,000	0.01%	0	0.00%	0	0.00%
		Public Works	205-15-05	Admin Clerk E	1.00	0	0.00%	60,782	0.04%	3,014	0.00%	3,165	0.00%
		Public Works	205-16-01	10 Month Horticulture Temp (Shrub Maintenance Crew)	0.69	0	0.00%	25,956	0.02%	1,298	0.00%	1,363	0.00%
		Public Works	205-16-02	Boulevard Shrub Bed Summer Student Positions	0.69	0	0.00%	17,911	0.01%	896	0.00%	940	0.00%
		Public Works	205-16-03	Avondale Park (North Maple) - Development & Park Attendants	4.00	0	0.00%	330,287	0.19%	15,864	0.01%	353,376	0.17%
		Public Works	205-16-07	Oakbank Pond Maintenance Program	0.00	0	0.00%	75,000	0.04%	0	0.00%	0	0.00%
		Public Works	205-16-08	New Park Operating Expenses	0.00	0	0.00%	77,631	0.05%	0	0.00%	0	0.00%
		Strategic & Corporate Services	090-16-01	HR Specialist, Workplace Health and Safety	1.00	0	0.00%	130,651	0.08%	608	0.00%	6,413	0.00%
		Strategic & Corporate Services	090-16-02	HR Specialist, Absence and Disability Management	1.00	0	0.00%	99,673	0.06%	-1,011	0.00%	4,818	0.00%
		Strategic & Corporate Services	121-16-01	Customer Service Reps	1.00	0	0.00%	84,664	0.05%	4,233	0.00%	4,445	0.00%
		Strategic & Corporate Services	122-15-01	Sustainability Coordinator Contract	1.00	0	0.00%	109,350	0.06%	5,463	0.00%	5,736	0.00%
				Sub-total	39.57	0	0.00%	3,110,629	1.82%	460,544	0.24%	540,273	0.26%
	Growth Total				52.26	0	0.00%	4,453,511	2.60%	458,923	0.24%	522,095	0.26%
	New												
		Deferred from 2015											
		City Manager	100-15-01	Program/project manager	1.00	0	0.00%	127,901	0.07%	3,708	0.00%	6,413	0.00%
		City Manager	100-15-05	Training Officer	1.00	0	0.00%	162,305	0.09%	-4,549	0.00%	7,677	0.00%
		City Manager	105-14-04	Emergency Planner (Partial FTE Conversion)	0.69	0	0.00%	51,910	0.03%	2,842	0.00%	2,984	0.00%
		Legal and Admininstrative Services	060-14-07	Part-Time Clerk Typist - Level 3	0.69	0	0.00%	37,257	0.02%	-6,314	0.00%	1,607	0.00%
		Legal and Admininstrative Services	060-15-02	Constituent Inquiry Tracking	0.00	0	0.00%	17,600	0.01%	0	0.00%	0	0.00%
		Legal and Admininstrative Services	080-15-03	Contract Manager	1.00	0	0.00%	121,259	0.07%	2,192	0.00%	6,108	0.00%
		Planning	181-15-01	Administrative Assistant	1.00	0	0.00%	83,049	0.05%	-2,708	0.00%	3,982	0.00%
		Planning	181-15-02	Clerk Typist E (DTA)	1.00	0	0.00%	69,423	0.04%	811	0.00%	3,477	0.00%
		Planning	185-15-01	Clerk Typist E (Conversion from PT)	1.00	0	0.00%	33,269	0.02%	3,311	0.00%	3,477	0.00%
		Strategic & Corporate Services	**160-15-01**	**Project Manager**	**1.00**	**0**	**0.00%**	**140,651**	**0.08%**	**-10,892**	**-0.01%**	**6,413**	**0.00%**
		Strategic & Corporate Services	**160-15-05**	**Property Manager**	**1.00**	**0**	**0.00%**	**140,651**	**0.08%**	**-10,892**	**-0.01%**	**6,413**	**0.00%**
		Strategic & Corporate Services	024-15-03	On-Line Citizen Public Engagement Survey	0.00	0	0.00%	75,000	0.04%	-40,000	-0.02%	0	0.00%

REVISED 2015-2018 Additional Resource Request Listing

Year	Type	Commission	Index #	Description	Net FTE	2015 $	2015 %	2016 $	2016 %	2017 $	2017 %	2018 $	2018 %
		Strategic & Corporate Services	050-15-08	New Property Tax System	1.00	0	0.00%	74,722	0.04%	5,552	0.00%	5,830	0.00%
				Sub-total	10.38	0	0.00%	1,134,997	0.66%	-56,939	-0.03%	54,380	0.03%
		2016 Requests											
		City Manager	100-16-03	Fire Prevention Inspector	1.00	0	0.00%	103,878	0.06%	-252	0.00%	13,722	0.01%
		Legal and Administrative Services	040-15-01	Education Program - Promotion, Public Outreach	0.00	0	0.00%	20,000	0.01%	0	0.00%	0	0.00%
		Library	220-16-03	Maple Library Feasibility Study	0.00	0	0.00%	65,000	0.04%	-65,000	-0.03%	0	0.00%
		Strategic & Corporate Services	050-15-06A	EDMS Systems Analyst	1.00	0	0.00%	129,020	0.08%	581	0.00%	6,385	0.00%
		Strategic & Corporate Services	050-15-10	Systems Analyst/Project leader (Fire House)	1.00	0	0.00%	118,303	0.07%	1,852	0.00%	5,830	0.00%
		Strategic & Corporate Services	050-16-01	Systems Analyst/Project Leader (eGov/eServices)	1.00	0	0.00%	117,693	0.07%	2,052	0.00%	5,830	0.00%
		Strategic & Corporate Services	050-16-02	Systems Analyst/Project Leader (Asset Mgt/Sys. Integration	1.00	0	0.00%	117,693	0.07%	2,052	0.00%	5,830	0.00%
		Strategic & Corporate Services	050-16-03	Systems Analyst/Project Leader (GIS)	1.00	0	0.00%	117,693	0.07%	2,052	0.00%	5,830	0.00%
		Strategic & Corporate Services	050-16-04	Systems Analyst/Project Leader (JDE)	1.00	0	0.00%	117,693	0.07%	2,052	0.00%	5,830	0.00%
		Strategic & Corporate Services	122-16-01	Community Climate Change Action Plan Prject Fund	0.00	0	0.00%	15,000	0.01%	0	0.00%	0	0.00%
				Sub-total	7.00	0	0.00%	921,973	0.54%	-54,611	-0.03%	49,256	0.02%
	New Total				17.38	0	0.00%	2,056,970	1.20%	-111,550	-0.06%	103,636	0.05%
2016 Total					69.64	0	0.00%	6,510,481	3.80%	347,373	0.18%	625,730	0.31%

REVISED 2015-2018 Additional Resource Request Listing

Year	Type	Commission	Index #	Description	Net FTE	2015 $	2015 %	2016 $	2016 %	2017 $	2017 %	2018 $	2018 %
2017	Growth	City Manager	100-16-04	STN 74 - 10 Firefighters + 4 Captains (2nd Contingent) (GAPPED)	10.00	0	0.00%	0	0.00%	681,335	0.35%	531,721	0.26%
		City Manager	200-16-01 to 05	Block 11 Community Centre - 5 ARRs	8.69	0	0.00%	0	0.00%	788,943	0.41%	38,367	0.02%
		City Manager	210-TBD-04	Additional funding for Special Events	0.00	0	0.00%	0	0.00%	30,000	0.02%	0	0.00%
		City Manager	210-TBD-05	Aboriginal Facilitation & Coordination Support	0.00	0	0.00%	0	0.00%	30,000	0.02%	-30,000	-0.01%
		Finance	077-17-01	Development Finance Coordinator	1.00	0	0.00%	0	0.00%	106,579	0.06%	-7,881	0.00%
		Finance	078-17-01A	Senior Financial Planning Analysts	1.00	0	0.00%	0	0.00%	119,284	0.06%	1,694	0.00%
		Legal and Admininstrative Services	040-TBD-01	Enforcement - Clerk D	1.00	0	0.00%	0	0.00%	66,108	0.03%	2,195	0.00%
		Legal and Admininstrative Services	060-TBD-01	Licencing Officer	0.69	0	0.00%	0	0.00%	57,996	0.03%	2,900	0.00%
		Library	220-16-02 / 03	B11 Neighbourhood Library - Operations and Staffing	9.00	0	0.00%	0	0.00%	614,968	0.32%	28,748	0.01%
		Planning	206-17-01	Sr Parks and Open Space Planner	1.00	0	0.00%	0	0.00%	126,477	0.07%	6,264	0.00%
		Public Works	205-17-01	New Park Operating Expenses	0.00	0	0.00%	0	0.00%	226,000	0.12%	0	0.00%
		Public Works	205-TBD-01	City Assisted Tournament Funding	0.00	0	0.00%	0	0.00%	12,000	0.01%	0	0.00%
		Public Works	205-17-02	PW Equipment Operator 1	2.00	0	0.00%	0	0.00%	160,153	0.08%	7,858	0.00%
		Strategic & Corporate Services	090-TBD-02	HR Admin Coordinator	1.00	0	0.00%	0	0.00%	92,166	0.05%	-1,322	0.00%
		Strategic & Corporate Services	090-TBD-03	Awards Budget Increase	0.00	0	0.00%	0	0.00%	15,000	0.01%	0	0.00%
		Strategic & Corporate Services	121-16-01	Customer Service Reps	1.00	0	0.00%	0	0.00%	42,783	0.02%	2,139	0.00%
		Strategic & Corporate Services	123-15-01	Business Change Consultant	1.00	0	0.00%	0	0.00%	108,937	0.06%	3,677	0.00%
		Strategic & Corporate Services	123-15-03	Business Analyst	2.00	0	0.00%	0	0.00%	123,463	0.06%	-6,077	0.00%
		Strategic & Corporate Services	160-14-01	Assistant Foreperson	1.00	0	0.00%	0	0.00%	68,105	0.04%	3,405	0.00%
		Strategic & Corporate Services	160-16-02	Facility Operator I - Block 11	9.00	0	0.00%	0	0.00%	556,288	0.29%	27,814	0.01%
		Strategic & Corporate Services	160-16-03	PT Facility Operator - Carrville	1.80	0	0.00%	0	0.00%	41,373	0.02%	2,069	0.00%
		Strategic & Corporate Services	160-TBD-05	Technical Clerk	1.00	0	0.00%	0	0.00%	79,647	0.04%	1,085	0.00%
		Strategic & Corporate Services	050-15-08	Property Tax System - system maintenance	1.00	0	0.00%	0	0.00%	160,000	0.08%	0	0.00%
	Growth Total				53.18	0	0.00%	0	0.00%	4,307,605	2.24%	614,657	0.30%
	New	City Manager	105-TBD-03	Public Awareness-PrepE Initiative Budget Increase	0.00	0	0.00%	0	0.00%	45,200	0.02%	-25,300	-0.01%
		City Manager	200-TBD-01	City Hall Corporate Liaison Coordinator (TEMPORARY)	1.00	0	0.00%	0	0.00%	98,608	0.05%	2,192	0.00%
		City Manager	200-TBD-12	Open to Youth Pilot Project	1.55	0	0.00%	0	0.00%	74,281	0.04%	3,404	0.00%
		City Manager	210-TBD-02	Additional Funding for Recognition Events	0.00	0	0.00%	0	0.00%	10,000	0.01%	0	0.00%
		City Manager	210-TBD-03	Concert Series Launch at City Hall	0.00	0	0.00%	0	0.00%	10,000	0.01%	0	0.00%
		City Manager	210-TBD-06	Diversity & Inclusivity Signage and Communication Program	0.00	0	0.00%	0	0.00%	75,000	0.04%	-60,000	-0.03%
		Legal and Admininstrative Services	060-14-06	Strategic Risk Consultant	0.00	0	0.00%	0	0.00%	50,000	0.03%	-50,000	-0.02%
		Legal and Admininstrative Services	060-15-01	Enterprise Risk Project Manager	1.00	0	0.00%	0	0.00%	143,277	0.07%	-10,736	-0.01%
		Public Works	155-TBD-01	Operations Review Analyst	1.00	0	0.00%	0	0.00%	104,845	0.05%	-104,845	-0.05%
		Strategic & Corporate Services	050-17-01	Systems Analyst/Project Leader (Asset Mgt/Sys. Integration)	1.00	0	0.00%	0	0.00%	120,534	0.06%	2,194	0.00%
		Strategic & Corporate Services	050-17-02	Systems Analyst/Project Leader (GIS)	1.00	0	0.00%	0	0.00%	120,534	0.06%	2,194	0.00%
		Strategic & Corporate Services	050-17-03	Systems Analyst/Project Leader (Security Analyst	1.00	0	0.00%	0	0.00%	120,584	0.06%	2,194	0.00%
	New Total				7.55	0	0.00%	0	0.00%	972,863	0.51%	-238,703	-0.12%
2017 Total					60.73	0	0.00%	0	0.00%	5,280,468	2.75%	375,955	0.18%

REVISED 2015-2018 Additional Resource Request Listing

Year	Type	Commission	Index #	Description	Net FTE	2015		2016		2017		2018	
						$	%	$	%	$	%	$	%
2018	Growth	City Manager	100-18-01	STN 76 - 10 Firefighters (1st Contingent) (GAPPED)	10.00	0	0.00%	0	0.00%	0	0.00%	554,162	0.27%
		Finance	078-17-01B	Senior Financial Planning Analysts	1.00	0	0.00%	0	0.00%	0	0.00%	122,196	0.06%
		Strategic & Corporate Services	121-15-01	Clerk	1.00	0	0.00%	0	0.00%	0	0.00%	53,700	0.03%
	Growth Total				12.00	0	0.00%	0	0.00%	0	0.00%	730,058	0.36%
	New	Finance	077-18-01	Manager of Development Finance - Special Projects	1.00	0	0.00%	0	0.00%	0	0.00%	146,825	0.07%
		Strategic & Corporate Services	050-15-06B	EDMS Systems Analyst	1.00	0	0.00%	0	0.00%	0	0.00%	135,318	0.07%
		Strategic & Corporate Services	050-15-07	EDMS Technical SME	1.00	0	0.00%	0	0.00%	0	0.00%	135,318	0.07%
		Strategic & Corporate Services	050-18-01	Systems Analyst/Project Leader (GIS)	1.00	0	0.00%	0	0.00%	0	0.00%	123,446	0.06%
	New Total				4.00	0	0.00%	0	0.00%	0	0.00%	540,907	0.27%
2018 Total					16.00	0	0.00%	0	0.00%	0	0.00%	1,270,965	0.62%