

SPECIAL COUNCIL - APRIL 29, 2014

2014 DRAFT WATER AND WASTEWATER/STORM OPERATING BUDGETS AND 2015 TO 2017 PLAN

(Referred – Item 4, Finance, Administration and Audit Committee, Report No. 5)

The Finance, Administration and Audit Committee at its meeting of March 31, 2014, recommended that this matter be referred to the Special Council meeting of April 29, 2014, for consideration.

Recommendation of the Finance, Administration and Audit Committee

The Finance, Administration and Audit Committee recommends:

- 1) That the following report of the Commissioner of Finance & City Treasurer, the Commissioner of Engineering and Public Works, the Director of Public Works and the Director of Financial Services, dated March 31, 2014, be referred to the April 29, 2014 Special Council meeting to facilitate public input, subject to amending Recommendation 3) to read:
 - 3) That any necessary By-laws to give effect to the water and wastewater rates and service fees be brought forward at the April 29, 2014 Special Council meeting; and
- 2) That the presentation by the Director of Financial Services and C3, presentation material entitled, "*Water, Wastewater & Storm Sewer 2014 Draft Operating Budgets and 2015-2017 Plan*" dated March 31, 2014, be received.

Report of the Commissioner of Finance & City Treasurer, the Commissioner of Engineering and Public Works, the Director of Public Works and the Director of Financial Services, dated March 31, 2014:

Recommendation

The Commissioner of Finance & City Treasurer, the Commissioner of Engineering and Public Works, the Director of Public Works and the Director of Financial Services recommend:

- 1) That the presentation on the Draft 2014 Water and Wastewater/Storm Operating Budgets and the 2015 - 2017 Plan be received; and
- 2) That in lieu of considering this matter at the April 8, 2014 Council meeting, that the Draft 2014 Water and Wastewater/Storm Operating Budgets, the 2015 – 2017 Plan, associated rates and service fees be forwarded to a Special Council meeting in the evening of April 29, 2014 and that any additional deputations be heard at that time; and
- 3) That any necessary By-laws to give effect to the water and wastewater rates and service fees be introduced by a communication at the Special Council meeting.

Contribution to Sustainability

This report is consistent with the priorities previously set out by Council in *Green Directions Vaughan*, the Community Sustainability and Environmental Master Plan:

- Goal 1: To significantly reduce our use of natural resources. Water is a valued resource and efforts continue to be made to reduce its consumption to ensure viability for future generations.
- Goal 5: To be leaders on sustainability issues. Vaughan is committed to providing leadership by implementing sustainable best practices in its own municipal operations.

The Water and Wastewater/Storm Operating Budgets increase awareness of the importance of a sustainable water distribution collection systems and stormwater infrastructure and highlight the importance of continued service delivery and conservation efforts.

The 2014 draft consumption rates provide funds to support the City's water and wastewater/storm systems by moving towards financial sustainability in accordance with the Safe Drinking Water Act. Safe drinking water, effective wastewater collection and functional storm water management infrastructure are cornerstones of a sustainable community. The water and wastewater/storm budgets support this objective by continuing to effectively manage these assets and to continue to build City reserves.

Economic Impact

For 2014, the City's share of the combined draft water/wastewater rate increase is 2.50% and the Region of York's share for water purchases and wastewater services is 6.35% (or 72%) resulting in a combined rate increase of 8.85%. The annual residential impact on an average household consumption of 300 cubic meters of water per year is an additional \$75.27 or \$6.27 per month.

The sale of water and wastewater services will generate a net contribution of \$11.8 million to their respective reserves providing funds to support and move towards a financially sustainable water and wastewater system as required by the Safe Drinking Water Act (SDWA).

Following is a summary of the combined water and wastewater increase by major components:

INCREASE SUMMARY BY PERCENT & CENTS PER M³		
Region of York Cost of Water & Wastewater	6.35%	17.99 ¢
City of Vaughan Operating Costs	1.10%	3.14 ¢
City of Vaughan Infrastructure Contribution to Reserves	1.40%	3.96 ¢
TOTAL 2014 INCREASE	8.85%	25.09 ¢

The City's consumption rates continue to be competitive as demonstrated on Attachment No. 3.

Communications Plan

The approved water and wastewater rates will be advertised in accordance with the City's Notice By-law. Staff will provide a list of questions and answers to the Corporate Communications department to assist in responding to the public and the media.

Purpose

To provide and present the 2014 draft water and wastewater/storm operating budgets, the 2015 – 2017 Plan and the corresponding draft consumption rates, service fees update to the Finance Administration and Audit Committee for discussion purposes and provide for a Special Council meeting on April 29, 2014 to receive public input.

Background Analysis and Options

SUMMARY - 2014 WATER AND WASTEWATER DRAFT CONSUMPTION RATES

The major source of revenue for water and wastewater operations are consumption rates, this budgeted revenue stream totals \$109.5 million in 2014 of which \$81.3 million is paid to the Region of York. The net of all revenues, operating costs, other costs and the Region of York purchases are transferred to the City's respective water and wastewater/storm reserves each year. These reserves support future renewal and replacement of the City's underground and above ground infrastructure, but further future funding will be required to support this network estimated at over \$1.5 billion.

The following attachments are included: 2014 Draft Operating Water and Wastewater/Storm Budgets Attachment No. 1, the staffing requests Attachment No. 2, the Municipal Rate Comparison Attachment No. 3, Water, Wastewater & Drainage 2014 Business Plan Attachment No. 4, 2015 – 2017 Plan Attachment No. 5 and Approved 2014 Capital Budget and 2015 – 2017 Capital Plans Attachment No. 6.

Annual Residential Impact

Residential customers with an annual consumption of 300 cubic meters of water per annum will see a combined increase of \$75.27 (\$53.97 is the Region of York portion) or 8.85%. The increase in the water and wastewater rates on a monthly basis is \$6.27.

The 2014 budgets include an annual rate increase of 5.85% for water and an 11.50% increase for wastewater for a combined increase of 8.85%.

The consumption rate increase is the result of:

- Over 70% of the increase is related to the Regional increase of 7.5% for the cost of potable water and an increase of 12% for wastewater services. These increases are based on Regional water and wastewater reserve adequacy study.
- An increase in the reserve contributions for the future renewal of the water and wastewater infrastructure and represents the second largest component of the rate increase.
- The impact of inflationary pressures as it relates to existing operational contracts and agreements.
- The net increases in maintenance, administration, additional staffing resources and other expenditures.

Following is a detailed breakdown of the combined water and wastewater increase and the Region of York and City of Vaughan's relative share of that increase:

INCREASE SUMMARY BY PERCENT & CENTS PER M ³		
Region of York Cost of Water & Wastewater	6.35%	17.99 ¢
City of Vaughan Operating Costs:		
Unmetered Water	0.33%	0.94 ¢
Maintenance	0.12%	0.35 ¢
Administration, Financing and Overheads	0.64%	1.83 ¢
Joint Services	0.01%	0.02 ¢
Total City of Vaughan Operating Costs Increase	1.10%	3.14 ¢
City of Vaughan Infrastructure Contribution to Reserves	1.40%	3.96 ¢
TOTAL 2014 INCREASE	8.85%	25.09 ¢

Rate Components

The largest cost component of the consumption rate is the purchase of potable water and wastewater services from the Region as shown below. Water purchases and wastewater purchased services in particular have gone up over the past number of years by approximately 10% annually. Both increases are primarily due to the need to build reserves for future Regional infrastructure requirements supported by rate study.

The City, like the Region, needs to ensure that sufficient reserves will be available for future infrastructure replacement. A significant component of the draft consumption rates is "Contribution to Reserves". These are the funds that are transferred to the reserves each year for the future water & wastewater infrastructure replacement.

The 2014 water and wastewater per cubic meter rate components are as follows:

	WATER	WASTEWATER	COMBINED	% SHARE
RATE COMPONENTS PER CUBIC METER				
Regional Purchased Services	\$0.8697	\$1.1099	\$1.9796	64%
Unmetered Water	0.1282	0	0.1282	4%
Maintenance	0.1203	0.1425	0.2628	9%
Other*	0.1336	0.0784	0.2120	7%
Lifecycle Contribution - Reserve	0.1557	0.3473	0.5030	16%
TOTAL PER CUBIC METER	\$1.4075	\$1.6781	\$3.0856	100%

* General Admin., Joint Serv., Financing, O/H

Service Fee Update

To update the Water and Wastewater/Storm service fees by-law by including a fee for bulk water sales. The water sold at the City's water filling stations will be priced at the current combined water and wastewater rate per cubic meter.

The Safe Drinking Water Act (SDWA) – Licencing Requirements

The Safe Drinking Water Act (SDWA) is comprehensive in its legislative requirements and was enacted to place all legislation and regulations relating to the treatment and distribution of drinking water into one Act. The SDWA expands on existing policy and practices and introduces new regulations to protect drinking water. It includes certification of drinking water system operators and analysts and puts in place certain financial reporting requirements and the need for municipalities to develop financially sustainable water treatment and distribution systems.

Drinking Water Quality Management Standard (DWQMS)

The Sustainable Water and Sewage Systems Act (SWSSA) requires that an approved financial plan must apply for a period of at least six years, and include details of the drinking water system's proposed or projected:

- Financial Position
- Financial Operations
- Gross Cash Receipts & Gross Cash Payments

The City's first financial plan was approved by Council on June 11, 2010 and submitted to the Ministry of the Environment on June 18, 2010, and the Ministry of Municipal Affairs and Housing on June 25, 2010. The second financial plan approved by Council on December 10th, 2013, along with the necessary license and permit renewal forms, was submitted to the Ministry of the Environment in January of 2014 with copies being forwarded to the Ministry of Municipal Affairs and Housing. This budget is relatively in line with the 6 year financial plan but adjusted for new information.

Storm Water Infrastructure Priority Projects

A well-maintained storm drainage system is integral to:

- Minimizing the risk of flooding on city streets and private properties;
- Enhancing water quality treatment initiatives;
- Supporting monitoring and maintenance practices;
- Meeting current and future regulatory requirements; and,
- Adapting to the demands of climate change.

Work completed to date on the City-Wide Drainage & Stormwater Management Study and Stormwater/Drainage Master Plan has led staff to identify several upcoming priority maintenance and capital projects within the City's stormwater management program. These projects range in size and scale from service level enhancements in the Thornhill area to storm pond cleaning across the City. Similarly, high intensity storm events of recent years in the various areas of the City have shown improvements in how the storm water system is managed and funded.

In keeping with the City's commitment to sound asset management principles, a new study will be initiated to evaluate and update maintenance and replacement cost projections for the City's existing and future stormwater infrastructure. Although there was some research conducted on this issue as part of the 2009 Water and Wastewater Rate Study, this earlier work needs to be updated to better quantify the potential future costs of proactive stormwater management.

As illustrated in separate report on today's agenda, a Stormwater Rate Feasibility Study will begin in 2014 which will provide a comprehensive life cycle costing analysis on existing and future infrastructure requirements. The rate study will also examine different types of rate structures that could be used to provide a sustainable and affordable funding model for the stormwater system. Funds for this initiative were approved through a prior process.

Water Conservation

Water conservation is an important issue for the future growth and development of York Region. As part of the Ministry of the Environment's approval to York Region for the twinning of the South-East Collector Trunk Sewer, and the inter-basin water transfer, the Region, and all of its area municipalities, must implement a water conservation program, along with a sewage inflow/infiltration program. Combined, these two strategies must show a 10% reduction in peak flows to the treatment facility.

Recent work undertaken by York Region and the local municipalities has shown that the average household's consumption of water has been steadily decreasing over the past few years. This is no doubt in part due to more public awareness about water conservation, as well as changes in plumbing fixtures and home appliances. Low flush toilets, low flow shower heads, and high efficiency washing machines are just a few examples of where changes in design have allowed for significantly less water to be used per household.

Public Works has undertaken a number of initiatives to reduce unmetered water use. Although flushing of watermain is required to ensure water quality is maintained in areas with low consumption, the water sampling protocol in place allows for better identification of when this needs to occur.

The banding of hydrants in new development areas has reduced unauthorized water taking, and encourages water haulers to source water from one of the City's four water filling stations.

The anode protection program for iron watermain, initiated in 2005 and still underway today, continues to perform very well, yielding a 50% decrease in the number of water main breaks in the water distribution system.

Public Works completed the industrial/commercial/institutional (ICI) water meter calibration program in 2012, and a total of 2,951 ICI water meters were inspected/calibrated.

There are 524 water meters that cannot be re-calibrated and have been identified for replacement over the next five years. Accordingly, funds were included in the 2013 Water Budget and additional funds have been included in the 2014 Water Budget to complete this replacement process.

In 2013 Public Works staff also started to gather information from various water meter manufacturers in order to finalize the development of the technical specifications of the

524 meters and scope of work in order to issue a Request For Proposals to perform these large water meter replacements.

Measures are also in place to capture water consumption data from developers who are required to implement a flushing program. Flushing programs ensure that water quality is maintained until sufficient users are in place to ensure a regular changeover of water takes place in watermains. This data is used to charge back the developers for the water they use in this process.

York Region's "Water For Tomorrow" Program

The Water for Tomorrow water conservation programs are designed to provide the tools residents and businesses need to conserve water in the home, in the garden and at work. In 2013 these tools included:

- Rebates for water efficient fixtures such as furnace humidifiers and clothes washers
- Free water audits and incentives for Industrial, Commercial and Institutional (ICI) sector, which include a facility assessment of water use and determining potential savings from equipment and/or process improvements. Rebates are provided based on water savings for businesses which implement these improvements
- Workshops for residents on water efficient landscape practices and techniques.

York Region's Long Term Water Conservation Strategy identifies a suite of program components that enhance the Region's commitment to innovative water conservation programming, water resource protection, etc. These components will be implemented over the period up to 2051. The City has recently committed to the strategy, and in the near future, additional programs will be put forward by staff for consideration as part of the budget process.

The Region's water conservation strategy can be viewed on the Region's web site at: www.york.ca. The City has committed to the Strategy, and is pursuing a leak detection program in partnership with the Region.

2014 Water Budget - Revenue & Expenditure Highlights

2014 Water Budget Factors

The consumption volume is conservatively estimated and is developed based on current consumption patterns, annual growth estimates as noted below and does not reflect any weather predictions. The budgeted 2014 water billing revenue includes a 1.0% growth factor for residential, 0.75% commercial growth factor and a draft 5.85% water rate increase.

Expenditures generally reflect changes in operational activity, cost of living increases, inflationary pressures and reflect increases based on existing contracts or agreements.

Water Rate Plan 2015 to 2017 and Long Term Strategy

In the short term it is expected that the City's water rate will increase in the area of approximately 6% annually. This level of rate increase is necessary to provide for the wholesale cost of water from the Region, the on-going maintenance of the underground infrastructure, other costs and to provide sufficient funds for the future renewal of the water distribution system.

In the long term a City-wide water/wastewater servicing strategy that is in accordance with the Municipal Class Environmental Assessment process has recently been

completed. This plan will establish the framework for the provision of a sustainable water/wastewater infrastructure throughout existing and proposed communities to the year 2031.

The City-wide water/wastewater servicing strategy establishes the framework for the provision of sustainable water/wastewater infrastructure needs throughout existing and proposed communities. Programs to optimize efficiencies in existing and expanding systems and other operating expenditures were identified in the Water/Wastewater Master Plan, March 17, 2014. These future cost requirements will be incorporated in the water operating budget as they are rolled out in the future and are beyond the scope for 2015-2017 plan.

2014 Draft Water Budget Highlights

Budgeted Water Revenues & Purchases:

The draft water consumption rate of \$1.4075 per cubic meter as proposed will generate funds to meet annual operational requirements, finance and administration costs, overhead costs and a contribution that will be placed in the water reserve for future infrastructure renewal.

The 2014 budgeted residential and commercial water billings totalling \$50.8 million include a 5.85% rate increase. This includes other revenues mainly from bulk water sales budgeted at \$336K up from the previous year due to increased flushing revenue.

Purchases of potable water from the Region are budgeted at \$36.1 million and this includes an estimate for unmetered water totalling \$4.7 million as outlined further below. These costs include a 7.5% rate increase from the Region which represents 78% of the total water rate increase. The resulting gross margin totals \$14.7 million or 29%.

Installation and service fees are expected to be lower by \$150K due to lower demand. Bank Interest revenue is expected to increase by \$140K due to a higher reserve balance.

Budgeted Unmetered (Non-Revenue) Water Consumption

The 2014 budget for unmetered water is at 13% maintaining the same level as in the past few years. The Non-Revenue Water can be broken down as:

The Non-Revenue Water can be broken down as:

- Apparent Losses – Customer meter degradation
- Real Losses – Leakage on mains, service connections
- Unbilled Consumption – Fire suppression

A number of initiatives are currently underway by staff to maintain and reduce (where possible) the overall yearly non-revenue consumption. The highest potential for improvement lies within the apparent and real loss components. As noted earlier, the large Industrial/Commercial / Institutional (ICI), meter calibration program has taken place, and funds have been allocated to replace those meters that could not be calibrated.

To further minimize NRW, the City, in partnership with York Region, will be undertaking a leak detection program. This program will help to further identify potential sources of water loss in the underground infrastructure. Staff are working with York Region and other local area municipalities to further identify and minimize sources of NRW through more detailed analysis of bulk metering and overall analysis of the system as a whole.

Unbilled consumption represents the smallest portion of non-revenue water and relates to items such as fire suppression, main flushing and maintenance, etc. Where possible water/wastewater services are recovered internally for City purposes; such as recreation's swimming pools, City facilities, water features, etc.

The result of the above initiatives and strategies will assist in reducing the City's annual loss due to non-revenue water, which is challenging to justify and will take time to realize noticeable changes.

Budgeted Water Expenditures:

2014 budgeted expenditures total \$10.0 million, slightly lower from last year's budget. Expenditures cover maintenance and installation, administration, financing, overhead, joint service costs and other. The overall decrease in the 2014 budgeted costs of \$247K is primarily in maintenance due to efficiencies and lower planned activity totaling \$526K for some contractor services, offset by increased general administration at \$317K as a result of new complements which have been gapped, full year impact of prior year new hires and other costs such as professional fees and training.

Additional Resource Requests – Water

For 2014, the additional resource requests (ARR) are outlined on Attachment #2. The additional funds are included in the attached water budget and have been gapped and included in general administration. The additional staff complements in Public Works are required to meet growing demands, City initiatives and are fully funded by water consumption rates.

- 50 FTE Water Asset Management Coordinator (Engineering/Public Works) \$29K

A full time Asset Management Coordinator for the Engineering and Public Works Commission is required to perform activities related to asset management of all water & wastewater assets (i.e. sanitary and storm sewers, water mains, pumping stations, etc.) supporting the recommendations outlined in the Corporate Asset Management Strategy. This position will be split between water and wastewater and will report to the Manager of Capital Planning and Infrastructure.

- .29 FTE Corporate Asset Management Manager (Corporate Shared) \$21K

A full time Manager of Corporate Asset Management is necessary for the successful implementation of the Corporate Asset Management Framework and Strategy. This position will lead the Asset Management Office which will consist of 4 Asset management Coordinators within the Community Services, Engineering and Public Works Commissions. A portion of this FTE was previously approved in the City's 2014 budget.

- .60 FTE Treasury Clerk E (Finance) \$37K (.40 FTE Approved in Operating Budget)

This position will assist in identifying potential billing discrepancies on a more timely basis specifically for residential customers and to mitigate back billing issues through quality control/quality audit process. This will assist in maximizing revenue streams and is accomplished by verifying that new accounts are billed against meter installations and building standards records in a timely manner. In

order to maximize recoveries this position will assist in the recordkeeping for developer billings process according to the subdivision agreements.

- 1.0 FTE Backflow Prevention Administrator (Public Works) \$47K

This position will facilitate with the development, implementation, monitoring and general administration of the Backflow Prevention Program and shall have an active role in the enforcement of the 'Backflow Prevention Bylaw'. The City delivers safe and clean drinking water (to the end user) through a network of watermains and local distribution systems. Backflow Prevention Program is intended to take a proactive approach towards preventing the contamination of water to the City's water distribution system. This relates to the legislative requirement The Safe Drinking Water Act (SDWA).

Budgeted Water Lifecycle Contribution - Reserve

The 2014 budgeted transfer from water operations to the water reserve is \$5.7 million. These funds will further provide for the future capital requirements of the water infrastructure. To put this in perspective the City's current book value for water infrastructure assets totals \$341.7 million of which \$80.7 million is amortization, theoretically used up. It should be noted that these are historical dollars and therefore does not represent the future replacement cost of existing infrastructure.

The forecasted Capital drawdown on the reserve in 2014 for water related infrastructure needs is expected to be \$4.2 million. Committed capital costs represent approved capital projects not yet begun or completed and total \$6.3 million.

The budgeted reserve balance at the end of 2014 is projected to be \$33.8 million after committed capital projects, approximately 10% of the asset value. These funds will support the future capital requirements of the water infrastructure and help to move the City's drinking water system to a more financially secure and sustainable plan as required under the new Municipal Drinking Water License Program.

2014 Wastewater Budget - Revenue & Expenditure Highlights

2014 Wastewater Budget Factors

The budgeted 2014 wastewater billing revenue includes a 1.0% residential, 0.75% commercial growth factor and an 11.50% wastewater rate increase. The volume of wastewater is not metered and therefore the wastewater consumption volume is based on water assumptions.

Expenditures generally reflect changes in regional requirements, operational activity, cost of living increases, inflationary pressures and reflect increases based on existing contracts or agreements.

Wastewater Plan 2015 - 2017

It is expected that the City's wastewater rate will initially increase approximately 11% and reduce thereafter to approximately 8% as a result of forecasted decreases in Regional wastewater services rate. This level of rate increase is necessary to provide for the wholesale cost of wastewater, on-going maintenance of the underground infrastructure and to provide funding for the future renewal of the wastewater/storm infrastructure system.

In the long term a City-wide water/wastewater servicing strategy that is in accordance with the Municipal Class Environmental Assessment process has recently been completed. This plan will establish the framework for the provision of a sustainable water/wastewater infrastructure throughout existing and proposed communities to the year 2031.

The City-wide water/wastewater servicing strategy in accordance with the Municipal Class Environmental Assessment process establishes the framework for the provision of sustainable water/wastewater infrastructure needs throughout existing and proposed communities. Programs to optimize efficiencies in existing and expanding systems and other operating expenditures were identified in the Water/Wastewater Master Plan, March 17, 2014. These future cost requirements will be incorporated in the wastewater operating budget as they are rolled out in the future and are beyond the scope for 2015-2017 plan.

2014 Draft Wastewater Budget Highlights

Budgeted Wastewater Revenues and Costs:

The draft wastewater rate of \$1.6781 per cubic meter is based on the draft operating and capital budgets and represents the next step in moving towards full cost recovery as supported by the rate study.

The budgeted residential and commercial wastewater billings in 2014 include an 11.50% rate increase combined with new account activity and revenues are expected to reach \$58.7 million.

The cost for the wastewater disposal service from the Region is budgeted at \$45.2 million and these costs include a 12.0% rate increase from the Region which represents 69% of the total wastewater rate increase. The Region's treatment cost for wastewater is based on potable water purchased by the City. The resulting gross margin totals \$13.5 million or 23%.

Budgeted Other Wastewater Revenues

Installation and service fees have declined from \$16K due to demand. The 2014 local improvement revenue is budgeted at \$234 and is mostly offset by the cost of debentures. Bank interest revenue is expected to increase by \$169K due to a higher reserve balance.

Budgeted Wastewater Expenditures:

2014 budgeted expenditures total \$8.4 million up from last year's budget by \$0.5 million covering maintenance, administration, storm sewer, financing, joint services, overhead and other. Budgeted maintenance at \$3.8 million is up by \$0.2 million primarily due to contractor increases for sewer camera inspections, flushing and main repairs offset by higher new development recoveries.

General administration is up by \$192K primarily due to the full year impact of prior year staffing, new additional resource requests and other minor adjustments in discretionary costs for professional fees, training and permits fees.

Storm sewer maintenance is up by \$75K over last year's budget primarily due to higher contractor services in the area of pond management and drainage.

Additional Resource Requests – Wastewater

For 2014, the additional resource requests (ARR) are outlined on Attachment #2. The additional funds are included in the attached wastewater budget and have been gapped and included in general administration. The additional staff complements in Public Works (PW) are required to meet growing demands, City initiatives and are fully funded by wastewater consumption rates.

- 1.0 FTE Environmental Program Planner (Public Works – FTE Transfer) \$93K

This FTE is a transfer from PW with new duties realigned to reflect wastewater administrative activities and resulted in an equal savings amount in the City's approved 2014 budget. Reporting to the Supervisor of Public Works Administration this role is responsible for creating, developing and monitoring programs. These programs and reporting will focus on the areas of water loss prevention initiatives, inflow/infiltration initiatives, environmental reporting and performance measurement of these programs.

- 1.0 FTE Sewer Use Compliance & By-Law Coordinator (Public Works) \$47K

The Sewer Use Program/By-law is intended to protect sewer systems, streams, and lakes. The By-law establishes limits on the discharge of substances that may impact the safe operation of sewers, adversely affect public health, property or the environment. This position will be responsible for sampling and monitoring industrial and commercial discharges, investigates Sewer Use complaints, notify parties in violation of the By-law and ensures that all costs are recovered associated with system repairs.

- .29 FTE Corporate Asset Management Manager (Corporate Shared) \$21K

A full time Manager of Corporate Asset Management is necessary for the successful implementation of the Corporate Asset Management Framework and Strategy. This position will lead the Asset Management Office which will consist of 4 Asset management Coordinators within the Community Services, Engineering and Public Works Commissions. A portion of this FTE was previously approved in the City's 2014 budget.

- .50 FTE Wastewater Asset Management Coordinator (Engineering/Public Works) \$29K

A full time Asset Management Coordinator for the Engineering and Public Works Commission is required to perform activities related to asset management of all water & wastewater assets (i.e. sanitary and storm sewers, water mains, pumping stations, etc.) supporting the recommendations outlined in the Corporate Asset Management Strategy. This position will be split between water and wastewater and will report to the Manager of Capital Planning and Infrastructure.

Budgeted Wastewater/Storm Lifecycle Contribution - Reserve

The 2014 budgeted transfer from wastewater operations to the wastewater/storm reserve is \$6.0 million. These funds will provide for the future capital requirements of the wastewater/storm infrastructure. To put this in perspective the City's current book value for wastewater/storm infrastructure assets totals \$1.175 billion of which \$221 million is amortized, theoretically used up. It should be noted that these are historical dollars and therefore does not represent the future replacement cost of existing infrastructure.

The forecasted Capital drawdown on the reserve in 2014 for water related infrastructure needs is expected to be \$0.3 million. Committed capital costs represent approved capital projects not yet begun or completed and total \$2.7 million.

The budgeted reserve balance at the end of 2014 is projected to be \$41.0 million after committed capital projects, approximately 3.5% of the asset value and significantly below the amount amortized. These funds will support future capital requirements of the wastewater/storm infrastructure and move towards a wastewater/storm system that is financially secure and sustainable. Requirements in the immediate future are provided for, but future additional funding will be required to address larger projects anticipated in mid to longer term forecasts.

Relationship to Vaughan Vision 2020

Establishes the budget and resources required to maintain service levels and undertake Council priorities in this area. Promote community safety, health and wellness, managing corporate assets and ensure financial sustainability.

Regional Implications

There are no implications however, the Regional increases for 2014 represents 72.0% of the City's combined increase of 8.85%.

Conclusion

The combined draft rate increase at 8.85% consists of the Region of York's share at 6.35% for purchased services (or 72%) and the City's share at 2.5% (or 28%). These rate increases are necessary to ensure that sufficient reserves will be available for future infrastructure replacement.

The 2014 draft water/wastewater/storm budgets will generate funds to support operations and move towards full cost recovery thereby meeting the Safe Drinking Water Act requirements.

Based on the draft rate increase for water and wastewater the impact to the ratepayer that consumes 300 cubic meters per year will be approximately \$75.27 or \$6.27 per month.

It is therefore recommended that the City's water rate be increased to \$1.4075 per cubic meter and that the wastewater rate be increased to \$1.6781 per cubic meter both effective May 2014.

Attachments

Attachment No. 1:	2014 Draft Operating Water and Wastewater/Storm Budgets
Attachment No. 2	The 2014 Water/Wastewater/Storm ARR Staffing Requests
Attachment No. 3:	2014 Water and Wastewater Municipal Rate Comparison
Attachment No. 4:	Water, Wastewater & Drainage 2014 Business Plan
Attachment No. 5:	2015 – 2017 Plan
Attachment No. 6:	Approved 2014 Capital Budgets and 2015 – 2017 Capital Plans

Report prepared by:

Barry E. Jackson, CGA
Director of Financial Services
Ext. 8272

Carey Greenidge, CMA
Finance Manager
Ext. 8486

The Corporation of the City of Vaughan

2014 Draft Operating Budget

Water Reserve Fund

Description	2014 Draft Budget	% of Sales	2013 Annual Budget	% of Sales
Water Revenues				
Residential Billings	31,387,680		29,658,660	
Commercial Billings	19,079,840		18,753,720	
Other	335,540		293,430	
	\$50,803,060		\$48,705,810	
Water Purchases				
Metered Water Purchases	31,378,540		29,871,880	
Non-Revenue Water	4,700,000	13.0%	4,450,000	13.0%
	\$36,078,540		\$34,321,880	
GROSS MARGIN	\$14,724,520	29.0%	\$14,383,930	29.5%
Other Revenues				
Installation and Service Fees	576,250		726,000	
Interest	440,000		380,000	
	\$1,016,250	2.0%	\$1,106,000	2.3%
Expenses				
Maintenance and Installation Cost	5,007,935		5,530,365	
General Administration	2,057,865		1,745,155	
Joint Service Costs	759,855		776,490	
Debenture Payments	214,550		202,790	
Administration Overhead	1,651,120		1,756,860	
Insurance Allocation	300,915		227,410	
	\$9,992,240	19.7%	\$10,239,070	21.0%
LIFECYCLE CONTRIBUTION - RESERVE	\$5,748,530	11.3%	\$5,250,860	10.8%

Statement of Continuity - Water Reserve

Description	2014 Draft Budget	2013 Annual Budget
Reserve Balance - Beginning - Actual	\$32,255,064	\$27,066,334
Reserve contribution from Water Operations	5,748,530	5,250,860
Capital Fund Transfer - Year End Actual - Yearly Budget - Committed	(4,158,050)	(877,816)
Revenue Fund Transfer - Yearly Budget		
Reserve Balance - Ending - Committed / Actual	\$33,845,544	\$31,439,378

The Corporation of the City of Vaughan

2014 Draft Operating Budget

Wastewater Reserve Fund

Description	2014 Draft Budget	% of Sales	2013 Annual Budget	% of Sales
Wastewater Revenues				
Residential Billings	36,211,940		32,743,180	
Commercial Billings	22,502,440		21,746,480	
	\$58,714,380		\$54,489,660	
Wastewater Expenses				
Regional Treatment Charges	\$45,230,670		\$41,344,290	
GROSS MARGIN	\$13,483,710	23.0%	\$13,145,370	24.1%
Other Revenues				
Local Improvements	233,780		213,200	
Installation and Service Fees	164,000		180,000	
Interest	514,430		345,000	
	\$912,210	1.6%	\$738,200	1.4%
Expenses				
Maintenance and Installation Cost	3,773,935		3,611,240	
General Administration	664,910		473,120	
Storm Sewer Maintenance	1,772,615		1,697,825	
Joint Service Costs	506,570		517,665	
Debenture Payments	222,895		213,200	
Administration Overhead	1,100,745		1,171,240	
Insurance Allocation	325,985		246,365	
	\$8,367,655	14.3%	\$7,930,655	14.6%
LIFECYCLE CONTRIBUTION - RESERVE	\$6,028,265	10.3%	\$5,952,915	10.9%

Statement of Continuity - Wastewater Reserve

Description	2014 Draft Budget	2013 Annual Budget
Reserve Balance - Beginning - Actual	\$35,265,810	\$31,552,860
Reserve contribution from Wastewater Operations	6,028,265	5,952,915
Capital Fund Transfer - Year End Actual - Yearly Budget - Committed	(280,000)	(2,090,900)
Revenue Fund Transfer - Yearly Budget		
Reserve Balance - Ending - Committed / Actual	\$41,014,075	\$35,414,875

CITY OF VAUGHAN
2014 Draft Water / Wastewater Operating Budget

New Complement Summary

Department	Description	Status	NET FTE	ANNUAL					2014 Budget Impact	
				Salary	Benefits	Other	Offsetting Reductions	Budget Impact	\$	FTEs
1. Water Division	Water Asset Management Coordinator (Engineering Services)	Full Time	0.50	\$40,135	\$10,960	\$3,000	\$0	\$54,095	\$28,550	0.25
2. Water Division	Manager of Corporate Asset Management (Engineering Services)	Full Time	0.29	\$32,900	\$8,980	\$0	\$0	\$41,880	\$20,940	0.15
3. Water Division	Treasury Clerk E (Water Clerk)	Full Time	0.60	\$36,745	\$10,030	\$2,000	\$0	\$48,775	\$37,080	0.45
4. Water Division	Backflow Prevention Administrator	Full Time	1.00	\$65,420	\$17,860	\$5,600	\$0	\$88,880	\$47,240	0.50
5. Wastewater Division	Environmental Program Planner (FTE Transfer from Public Works - Waste Management)	Full Time	1.00	\$72,850	\$19,890	\$350	\$0	\$93,090	\$93,090	1.00
6. Wastewater Division	Sewer Use Compliance & By-Law Coordinator	Full Time	1.00	\$65,420	\$17,860	\$5,600	\$0	\$88,880	\$47,240	0.50
7. Wastewater Division	Manager of Corporate Asset Management (Engineering Services)	Full Time	0.29	\$32,900	\$8,980	\$0	\$0	\$41,880	\$20,940	0.15
8. Wastewater Division	Wastewater Asset Management Coordinator (Engineering Services)	Full Time	0.50	\$40,135	\$10,960	\$3,000	\$0	\$54,095	\$28,550	0.25
TOTALS			5.18	\$386,505	\$105,520	\$19,550	\$0	\$511,575	\$323,630	3.25

**CITY OF VAUGHAN
2014-2017 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Title	Water Wastewater Asset Management Coordinator		
Business Unit #	2054001	Engineering Services	
		135 - Engineering Services	
Related Program	Linear Infrastructure Renewal Management		
Program Classification	Standard Essential Service		

Annual Budget Change Summary

Financial Components	2014	2015	2016	2017	2014-2017 Sub-total	2018 (One Time. Adj.)	2014-2018 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	0.50	-	-	-	0.50	-	0.50
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	51,092	-	-	-	51,092	-	51,092
Other continuous costs	750	-	-	-	750	-	750
One-time expenses	5,250	(5,250)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 57,092	\$ (5,250)	\$ -	\$ -	\$ 51,842	\$ -	\$ 51,842
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description: Please provide a brief description of the request.

Please check one: ☐ Departmental ☒ Corporate

1 - Full-time Asset Management Coordinator for the Engineering and Public Works commission to perform activities related to asset management of all water & wastewater assets (i.e. sanitary and storm sewers, watermain, pumping stations, etc.). The position will report to the Manager of Capital Planning and Infrastructure. This position will support the recommendations outlined in the Corporate Asset Management Strategy, identified as a Corporate Strategic Initiative.

1B) If this request is part of a project with multiple milestones then please fill in the following table:

Milestones or Deliverables	Timelines	Comments
Identified as a Corporate Strategic Project Initiative	Q2	Supports recommendations made to proceed with the Corporate Asset Management

1C) Impact on other departments (cost/time/benefit):

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
HR	Process of Hiring & Documentation	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

**Budget Staff
Use Only**

- ☐ 1st Submission
☐ Previously Recognized

Submitted for year:
Recognized for year:

Request Title		Water Wastewater Asset Management Coordinator				
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives						
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.						
Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational Goals	Manage Corporate Assets	Develop and implement a Corporate-wide Asset Management System	3	Q2/16	High	General Correlation
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:						
<p>MANAGEMENT EXCELLENCE: "Enhance Productivity, Cost Effectiveness and Innovation" – The Water Wastewater Asset Coordinator will provide overview for all asset management and planned maintenance for these asset classes. Efficiencies will be gained as all asset management activities (capital planning and maintenance) will be coordinated and led by the Water Wastewater Asset Management Coordinator. This coordinated approach differs from the "siloed" approach that exists today. "Maintain Assets & Infrastructure" - This position will be responsible for managing the Water and Wastewater Assets and Infrastructure for the E & PW Commission by establishing Key Performance Indicators, asset condition assessment and planning of capital and maintenance of Water and Wastewater infrastructure. SERVICE EXCELLENCE: "Pursue Excellence in Service Delivery" – Coordination of capital and maintenance activities will ensure that all assets are operating as intended to ensure the efficient delivery of services to the citizens of Vaughan.</p>						
3) Related Performance Indicators & Business Plan Link						
Please provide information on top 3 performance measures:						
	Name/description of service level target:		Target Level	Current Level	Level with ARR	
1)						
2)						
3)						
Describe how this request relates to Departmental Business Plan:						
This request is directly related to the identified Departmental Program "Linear Infrastructure Renewal Management"						
4) Value Proposition						
Please detail both qualitative and quantitative benefits of the request						
Qualitative: Please select up to 2 actions which best describe this request						
Primary		Improve Sustainability		Secondary		Improve Corp. Image
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?						
<p>"IMPROVE SUSTAINABILITY" - By ensuring commission assets are effectively managed as a whole; taking advantage of combined opportunities in maintaining the City's linear Infrastructure. "IMPROVE CORP. IMAGE" - By ensuring commission's assets are inventoried and proactively maintained within the lifespan of the asset, the commission will project a positive image to the City's residents, business owners and visitors alike.</p>						
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.						
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?
2013		savings				
5) Alternatives						
Are there alternatives or options? Please explain what they are and why they are not the primary approach.						
no						

Request Title	Water Wastewater Asset Management Coordinator
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<p>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</p> <p>1) Is there a federal or provincial statute or regulation which makes implementation of this request mandatory? If yes, specify which statute/regulation and relevant section(s) and if there is a due date for implementation. If no, skip to question 2.</p> <div style="border: 1px solid black; height: 30px; width: 100%;"></div> <p>2) If no to question #1, is there a federal or provincial statute or regulation which is related to this request? If yes, specify which statute/regulation and relevant section(s) and indicate how it is related.</p> <div style="border: 1px solid black; height: 30px; width: 100%;"></div> <p>3) What are the consequences of non-compliance? Specify if there is a fine or other penalty and the amount.</p> <p> <input checked="" type="radio"/> None <input type="radio"/> Little consequence of non compliance <input type="radio"/> Significant external repercussion/penalty </p> <div style="border: 1px solid black; height: 20px; width: 300px; margin-left: 300px;"></div> <p>4) Current status of compliance:</p> <div style="border: 1px solid black; height: 20px; width: 400px; margin-left: 300px;"></div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="border: 1px solid black; height: 20px; width: 100%; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">None</div> <div style="position: absolute; right: 0; top: -5px;">High</div> </div> <p>Financial Impact</p> <div style="border: 1px solid black; height: 20px; width: 100%; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">\$0</div> <div style="position: absolute; left: 10%; top: -5px;">\$10,000</div> <div style="position: absolute; left: 30%; top: -5px;">\$100,000</div> <div style="position: absolute; left: 60%; top: -5px;">\$1,000,000</div> <div style="position: absolute; right: 0; top: -5px;">> \$10,000,000</div> </div> <p>Health and Safety Risk (click on the word)</p> <p> <input type="radio"/> None <input checked="" type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both </p> <p>Probability of Health & Safety Issue</p> <div style="border: 1px solid black; height: 20px; width: 100%; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">None</div> <div style="position: absolute; left: 20%; top: -5px;">Low</div> <div style="position: absolute; left: 50%; top: -5px;">Medium</div> <div style="position: absolute; right: 0; top: -5px;">High</div> </div> <p>Health and Safety Magnitude</p> <div style="border: 1px solid black; height: 20px; width: 100%; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">None</div> <div style="position: absolute; left: 20%; top: -5px;">Minor</div> <div style="position: absolute; left: 50%; top: -5px;">Major</div> <div style="position: absolute; right: 0; top: -5px;">Severe</div> </div> </div> <div style="width: 45%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>Ensuring Commission assets are inventoried, monitored and maintain within their lifespan will minimize the risk of litigation.</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p> <input type="radio"/> None <input type="radio"/> Service provided with minor internal issues -slight inconvenience <input checked="" type="radio"/> Inability to support the department's directive <input type="radio"/> Direct affect on multiple departments <input type="radio"/> Citywide implications </p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p>Asset management will impact all departments within the Engineering and Public Works Commission as well as external departments such as Finance and Legal.</p> </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Maintenance and rehabilitation/replacement of infrastructure is not efficiently planned as this activity is currently being undertaken by two departments, Engineering Services and Public Works. A coordinated approach will aid in appropriately managing the City's "Water and Wastewater" assets, ensuring the most appropriate asset management activity and planned at the optimum time to ensure financial sustainability.</p>	

Request Title		Water Wastewater Asset Management Coordinator			
7) Complement Details - Skip to Section 8 if no Staff is requested					
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.					
Complement Information	Position #1	Position #2	Position #3	Sub-total	
Budget Year	2014				
Position title	Asset Coordinator				
Estimated start date	January 1, 2014				
# of positions requested	1.00	-	-	1.00	
Full-time equivalents (FTEs)	0.50	-	-	1.00	
Position type	Full-time				
Position agreement classification	Mgmt/Non-union				
If contract, specify length (months or yrs)	N/A				
If Casual/Seasonal PT enter Hourly wage					
Business unit # (override if different than # shown)	2340682 and 2350758				
Grade level	7				
Est. starting step	1				
Desktop (HR) Review Performed?	No				
B&F Accommodations Available?	Yes				
ITM Hardware required?	Yes				
Capital Equipment Required?	Yes				
Complement Annual Cost Detail					
Annual full-time \$	80,271			80,271	
Annual part-time \$	-	-	-	-	
Annual shift premiums, etc	-	-	-	-	
Annual overtime \$	-	-	-	-	
* PT vacation pay (calculated field)	-	-	-	-	
* Annual benefits (calculated field)	21,914	-	-	21,914	
* FT contract benefits in lieu (calculated field)	-	-	-	-	
Subtotal (Per Employee)	\$ 102,185	\$ -	\$ -	\$ 102,185	
Subtotal (Per Position)	\$ 51,092	\$ -	\$ -	\$ 51,092	
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.			
1) Office Supplies	2054001.7200	-	-	-	-
2) Training & Developme	2054001.7115	-	-	-	-
3) Cellular Line Charges	2054001.7122.01	750	-	-	750
4) Mileage	2054001.7100	-	-	-	-
Subtotal (Per Employee)		\$ 750	\$ -	\$ -	\$ 750
Subtotal (Per Position)		\$ 750	\$ -	\$ -	\$ 51,092
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.			
1) Computer Hardware	2054001.7211.01	2,500	-	-	2,500
2) Office Equip. & Furnitu	2054001.7210	1,500	-	-	1,500
3) Training & Developme	2054001.7115	1,000	-	-	1,000
4) Cellular Line Charges	2054001.7122.01	250	-	-	250
Subtotal (Per Employee)		5,250	-	-	5,250
Subtotal (Per Position)		\$ 5,250	\$ -	\$ -	\$ 51,092
2014 Total Annual Costs		\$ 57,092	\$ -	\$ -	\$ 57,092
2015 Total Annual Costs		\$ -	\$ -	\$ -	\$ -
2016 Total Annual Costs		\$ -	\$ -	\$ -	\$ -
2017 Total Annual Costs		\$ -	\$ -	\$ -	\$ -

Request Title	Water Wastewater Asset Management Coordinator							
Additional Comments:								
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj. #	2014	2015	2016	2017	Total
1					\$ -	\$ -		\$ -
2					\$ -	\$ -		\$ -
3				\$ -	\$ -	\$ -		\$ -
TOTAL ASSOCIATED CAPITAL FUNDING				\$ -	\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component		BU Acct. #	2014	2015	2016	2017	2018	
			Budget				Full-Yr. Adj.	
REVENUE - continuous operating detail								
1			-	-	-			
2			-	-	-			
3			-	-	-			
4			-	-	-			
Subtotal			-	-	-	-		
REVENUE - one-time operating detail								
1			-	-	-			-
2			-	-	-			-
Subtotal			-	-	-	-		-
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	40,136	-	-	-		
2	* Benefits	(From sect. 7)	10,957	-	-	-		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	750	-	-	-		
4			-	-	-			
5			-	-	-			
6			-	-	-			
7			-	-	-			
Subtotal			51,842	-	-	-		
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	5,250	-	-	-		-
2			-	-	-			-
3			-	-	-			-
Subtotal			5,250	-	-	-		-
OFFSETS - cost savings, reductions, etc								
1			-	-	-			
2			-	-	-			
3			-	-	-			
Subtotal			-	-	-	-		-

Request Title		Water Wastewater Asset Management Coordinator				
<u>TOTAL OPERATING BUDGET CHANGE</u>		57,092	-	-	-	-
COMPLEMENTS & FTE's		2014	2015	2016	2017	Total
# of positions requested	(From sect. 7)	1.00	-	-	-	1.00
FTE's	(From sect. 7)	0.50	-	-	-	0.50
FTE reductions/offsets	(Manual Field)	-	-	-	-	-
Net FTE's		0.50	-	-	-	0.50

**CITY OF VAUGHAN
2014-2017 OPERATING BUDGET**

ATTACHMENT # 2

ADDITIONAL RESOURCE REQUEST							
Request Title	<div style="border: 1px solid black; padding: 2px;">Manager of Corporate Asset Management</div>						
Business Unit #	<div style="border: 1px solid black; padding: 2px;">2340682 & 2350758</div>	<div style="border: 1px solid black; padding: 2px;">Engineering Services - Water and Wastewater Operations</div>					
	<div style="border: 1px solid black; padding: 2px;">CORPORATE ASSET MANAGEMENT STRATEGY</div>						
Related Program	<div style="border: 1px solid black; padding: 2px;"></div>						
Program Classification	<div style="border: 1px solid black; padding: 2px;"></div>						
Annual Budget Change Summary							
Financial Components	2014	2015	2016	2017	2014-2017 Sub-total	2018 (One Time. Adj.)	2014-2018 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	0.57	-	-	-	0.57	-	0.57
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	83,760	-	-	-	83,760	-	83,760
Other continuous costs	-	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 83,760	\$ -	\$ -	\$ -	\$ 83,760	\$ -	\$ 83,760
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1A) Request Description: Please provide a <u>brief</u> description of the request.							
Please check one: <input type="checkbox"/> Departmental <input checked="" type="checkbox"/> Corporate							
1 - Full-time Manager of Corporate Asset Management will be the lead of the newly created Asset Management Office within the corporation. The AMO will ensure that leading practices in the areas of asset management processes, technologies and governance are implemented consistently across the various commissions in a phased manner that is sustainable over time within the City. The position will report directly to the City Manager. This position will support the recommendations outlined in the Corporate Asset Management Strategy, identified as a Corporate Strategic Initiative.							
1B) If this request is part of a project with multiple milestones then please fill in the following table:							
Milestones or Deliverables	Timelines	Comments					
Identified as a Corporate Strategic Project Initiative	Q2	Supports recommendations made to proceed with the Corporate Asset Management					
1C) Impact on other departments (cost/time/benefit):							
Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?					
Human Resources	Process of Hiring and Documentation	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No					
		<input type="checkbox"/> Yes <input type="checkbox"/> No					
		<input type="checkbox"/> Yes <input type="checkbox"/> No					
Other comments:							
COMMISSIONER APPROVAL: _____ Date: _____							

Budget Staff Use Only	<input type="checkbox"/> 1st Submission <input type="checkbox"/> Previously Recognized	Submitted for year: _____ Recognized for year: _____
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Request Title		Manager of Corporate Asset Management				
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives						
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.						
Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational Goals	Manage Corporate Assets	Develop and implement a Corporate-wide Asset Management System	3	Q2/16	High	General Correlation
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:						
MANAGEMENT EXCELLENCE - "Enhance Productivity, Cost Effectiveness and Innovation" - The Manager of Corporate Asset Management will provide overview for all asset management and ensure consistency throughout the organization. Efficiencies will be gained as the Asset Management Office will become a "centre of excellence" within the City, that will ensure all asset management activities (capital planning and maintenance) will be coordinated and and consistent. This approach differs from the "siloed" approach that exists today. SERVICE EXCELLENCE: "Pursue Excellence in Service Delivery" - Coordination of capital and maintenance activities as a result of improved asset management processes will ensure that all assets are operating as intended to ensure the efficient delivery of services to the citizens of Vaughan.						
3) Related Performance Indicators & Business Plan Link						
Please provide information on top 3 performance measures:						
	Name/description of service level target:		Target Level	Current Level	Level with ARR	
1)						
2)						
3)						
Describe how this request relates to Departmental Business Plan:						
4) Value Proposition						
Please detail both qualitative and quantitative benefits of the request						
Qualitative: Please select up to 2 actions which best describe this request						
Primary		Improve Sustainability		Secondary		Improve Corp. Image
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?						
"IMPROVE SUSTAINABILITY" - By ensuring corporate assets are effectively managed as a whole. "IMPROVE CORP. IMAGE" - By ensuring corporate assets are being inventoried and proactively maintained within its lifecycle, the City will project a positive image to residents, business owners and visitors alike.						
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.						
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?
5) Alternatives						
Are there alternatives or options? Please explain what they are and why they are not the primary approach.						
There are no other alternatives available.						

Request Title	Manager of Corporate Asset Management
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<p>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</p> <p>1) Is there a federal or provincial statute or regulation which makes implementation of this request mandatory? If yes, specify which statute/regulation and relevant section(s) and if there is a due date for implementation. If no, skip to question 2.</p> <div style="border: 1px solid black; padding: 5px; margin: 5px 0;"> While there is no direct requirement for this position, the Government of Ontario - Ministry of Infrastructure's "Building Together, Guide to Municipal Asset Management Plans" requires municipalities seeking funding to have a detailed asset management plan in place and regularly updated. This position directly supports this need within the City. </div> <p>2) If no to question #1, is there a federal or provincial statute or regulation which is related to this request? If yes, specify which statute/regulation and relevant section(s) and indicate how it is related.</p> <div style="border: 1px solid black; height: 30px; margin: 5px 0;"></div> <p>3) What are the consequences of non-compliance? Specify if there is a fine or other penalty and the amount.</p> <div style="display: flex; align-items: flex-start;"> <div style="flex: 1;"> <input type="radio"/> None <input checked="" type="radio"/> Little consequence of non compliance <input type="radio"/> Significant external repercussion/penalty </div> <div style="border: 1px solid black; padding: 5px; flex: 1; margin-left: 10px;"> The City will not qualify for future infrastructure grants offered by the Government of Ontario </div> </div> <p>4) Current status of compliance:</p> <div style="border: 1px solid black; padding: 2px; margin: 5px 0; width: 100%;"> somewhat compliant based on asset class </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="flex: 1;"> <p>Probability of Litigation</p> <div style="border: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="display: flex; justify-content: space-between; padding: 0 10px;"> None Low Medium High </div> <p>Financial Impact</p> <div style="border: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="display: flex; justify-content: space-between; padding: 0 10px;"> \$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000 </div> <p>Health and Safety Risk (click on the word)</p> <div style="display: flex; justify-content: space-between; padding: 0 10px;"> <input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both </div> <p>Probability of Health & Safety Issue</p> <div style="border: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="display: flex; justify-content: space-between; padding: 0 10px;"> None Low Medium High </div> <p>Health and Safety Magnitude</p> <div style="border: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="display: flex; justify-content: space-between; padding: 0 10px;"> None Minor Major Severe </div> </div> <div style="flex: 1; border: 1px solid black; padding: 5px; margin-left: 10px;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <div style="border: 1px solid black; height: 150px; margin-top: 5px;"></div> </div> </div>	
<p>Internal Operational Requirements</p> <div style="display: flex; flex-direction: column;"> <input type="radio"/> None <input type="radio"/> Service provided with minor internal issues -slight inconvenience <input type="radio"/> Inability to support the department's directive <input checked="" type="radio"/> Direct affect on multiple departments <input type="radio"/> Citywide implications </div> <p>Comments</p> <div style="border: 1px solid black; height: 50px; margin-top: 5px;"></div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	

Request Title	Manager of Corporate Asset Management			
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2014			
Position title	Mgr. of Corporate Asset Mgmt.			
Estimated start date	January 1, 2014			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	0.57			0.57
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage	n/a			
Business unit # (override if different than # shown)	2340682 & 2350758			
Grade level	10			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	No			
ITM Hardware required?	Yes			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	115,440			115,440
Annual part-time \$		-	-	-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	31,515	-	-	31,515
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal (Per Employee)	\$ 146,955	\$ -	\$ -	\$ 146,955
Subtotal (Per Position)	\$ 83,760	\$ -	\$ -	\$ 83,760
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	7200			-
2) Training & Developme	7115			-
3) Memberships/Dues/Fe	7105			-
4) Mileage	7100			-
Subtotal (Per Employee)	\$ -	\$ -	\$ -	\$ -
Subtotal (Per Position)	\$ -	\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	7211			-
2) Office Equip. & Furnitu				-
3) Training & Developme				-
4) Cellular Line Charges				-
Subtotal (Per Employee)	\$ -	\$ -	\$ -	\$ -
Subtotal (Per Position)	\$ -	\$ -	\$ -	\$ -
2014 Total Annual Costs	\$ 83,760	\$ -	\$ -	\$ 83,760
2015 Total Annual Costs	\$ -	\$ -	\$ -	\$ -
2016 Total Annual Costs	\$ -	\$ -	\$ -	\$ -
2017 Total Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Manager of Corporate Asset Management							
8) Capital Funding									
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)									
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2014	2015	2016	2017	Total
1									\$ -
2									\$ -
3									\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail									
Component			BU Acct. #	2014	2015	2016	2017	2018	
				Budget				Full-Yr. Adj.	
REVENUE - continuous operating detail									
1									
2									
3									
4									
Subtotal				-	-	-	-	-	
REVENUE - one-time operating detail									
1								-	
2								-	
Subtotal				-	-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)									
1	* Staffing costs (calculated field)	(From sect. 7)	65,800	-	-	-	-	-	
2	* Benefits	(From sect. 7)	17,960	-	-	-	-	-	
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	-	
4									
5									
6									
7									
Subtotal				83,760	-	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)									
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	-	
2								-	
3								-	
Subtotal				-	-	-	-	-	
OFFSETS - cost savings, reductions, etc									
1									
2									
3									
Subtotal				-	-	-	-	-	
TOTAL OPERATING BUDGET CHANGE					83,760	-	-	-	-
COMPLEMENTS & FTE's					2014	2015	2016	2017	Total
# of positions requested		(From sect. 7)	1.00	-	-	-	-	1.00	
FTE's		(From sect. 7)	0.57	-	-	-	-	0.57	
FTE reductions/offsets		(Manual Field)						-	
Net FTE's			0.57	-	-	-	-	0.57	

CITY OF VAUGHAN
2014-2017 OPERATING BUDGET

ATTACHMENT # 2

ADDITIONAL RESOURCE REQUEST

Request Title	TREASURY CLERK E (CASHIER/WATER)		
Business Unit #	070119	Cashiering Services	
	070 - Finance; City Financial Services		
Related Program			
Program Classification			

Annual Budget Change Summary

Financial Components	2014	2015	2016	2017	2014-2017 Sub-total	2018 (One Time. Adj.)	2014-2018 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	0.60	-	-	-	0.60	-	0.60
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	35,080	-	-	-	35,080	-	35,080
Other continuous costs	500	-	-	-	500	-	500
One-time expenses	1,500	(1,500)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 37,080	\$ (1,500)	\$ -	\$ -	\$ 35,580	\$ -	\$ 35,580
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description: Please provide a brief description of the request.

Please check one: ☒ Departmental ☐ Corporate

This FTE will be shared between Cashiering and Water 40/60 as 1 full time position or 35 hours per week. Water and Wastewater related functions will include a monthly review of water meter inventory against installations and billing records to support PSAB valuations. This position will assist in gathering and maintaining subdivision related records such as contractor invoices, general ledger activity to support the billings process to developers on a timely basis, according to the subdivision agreements. Reviewing building standards data is a key function to ensure the quality audit/quality controls are in place ensuring new accounts are billed. Other functions will include the gathering of statistical information such as consumption data by customer type and volumes to support variance analyses or budget process. The .40 fte for cashiering has been presented through the operating budget process.

1B) If this request is part of a project with multiple milestones then please fill in the following table:

Milestones or Deliverables	Timelines	Comments

1C) Impact on other departments (cost/time/benefit):

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Budget Staff
Use Only

☒ 1st Submission
☐ Previously Recognized

Submitted for year:
Recognized for year:

CITY OF VAUGHAN
2014-2017 OPERATING BUDGET

ATTACHMENT # 2

ADDITIONAL RESOURCE REQUEST						
Request Title	TREASURY CLERK E (CASHIER/WATER)					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives						
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.						
Theme	Goal	↓ Initiative (Use drop down list) ↓	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:						
3) Related Performance Indicators & Business Plan Link						
Please provide information on top 3 performance measures:						
	Name/description of service level target:		Target Level	Current Level	Level with ARR	
1)	See Section 6B					
2)						
3)						
Describe how this request relates to Departmental Business Plan:						
4) Value Proposition						
Please detail both qualitative and quantitative benefits of the request						
Qualitative: Please select up to 2 actions which best describe this request						
Primary		Improve Sustainability		Secondary		Realize Future Benefits
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?						
Ensures revenue streams are maximized by identifying meter installation and billing issues in a timely manner as well as ensuring that information is readily available to ensure accurate and timely developer billings and recoveries per the sub-division agreement.						
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.						
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?

CITY OF VAUGHAN
2014-2017 OPERATING BUDGET

ATTACHMENT # 2

ADDITIONAL RESOURCE REQUEST

Request Title TREASURY CLERK E (CASHIER/WATER)

5) Alternatives

Are there alternatives or options? Please explain what they are and why they are not the primary approach.

There are no other alternatives.

6) Implications/Consequences (if request not approved)

A) Please check off how the request relates to the following:

Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)

1) Is there a federal or provincial statute or regulation which makes implementation of this request mandatory? If yes, specify which statute/regulation and relevant section(s) and if there is a due date for implementation. If no, skip to question 2.

No

2) If no to question #1, is there a federal or provincial statute or regulation which is related to this request? If yes, specify which statute/regulation and relevant section(s) and indicate how it is related.

No

3) What are the consequences of non-compliance? Specify if there is a fine or other penalty and the amount.

- ☒ None
- ☐ Little consequence of non compliance
- ☐ Significant external repercussion/penalty

4) Current status of compliance:

Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)

Probability of Litigation



Financial Impact



Health and Safety Risk (click on the word)

- ☒ None ☐ Internal ☐ External ☐ Both

Probability of Health & Safety Issue



Health and Safety Magnitude



Comments

Please describe the type and nature of risk

CITY OF VAUGHAN
2014-2017 OPERATING BUDGET

ATTACHMENT # 2

ADDITIONAL RESOURCE REQUEST

Request Title

TREASURY CLERK E (CASHIER/WATER)

Internal Operational Requirements

- ☐ None
- ☐ Service provided with minor internal issues -slight inconvenience
- ☒ Inability to support the department's directive
- ☐ Direct affect on multiple departments
- ☐ Citywide implications

Comments

B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)

A more proactive review of new installation activity is necessary to ensure revenue streams are maximized and billing discrepancies are identified in a timely manner to minimize potential customer billing issues. Incorporating new internal processes are key to the subdivision ageement process from both billing and accounting perspectives by utilizing an additional .60 fte. If the FTE is not approved revenues could be lost and or delay significantly.

7) Complement Details - Skip to Section 8 if no staff is required

Do not gap positions - If required, please contact the Budget Dept. for instructions
Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.

<u>Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Budget Year	2014			
Position title				
Estimated start date	April 1, 2014			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	0.60			0.60
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage	n/a			
Business unit # (override if different than # shown)	2340001			
Grade level	E			
Est. starting step	Start			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	No			

CITY OF VAUGHAN
2014-2017 OPERATING BUDGET

ATTACHMENT # 2

ADDITIONAL RESOURCE REQUEST								
Request Title	TREASURY CLERK E (CASHIER/WATER)							
Complement Annual Cost Detail								
Annual full-time \$	36,745				36,745			
Annual part-time \$	-	-	-		-			
Annual shift premiums, etc					-			
Annual overtime \$					-			
* PT vacation pay <i>(calculated field)</i>	-	-	-		-			
* Annual benefits <i>(calculated field)</i>	10,030	-	-		10,030			
* FT contract benefits in lieu <i>(calculated field)</i>		-	-		-			
Subtotal (Per Employee)	\$ 46,775	\$ -	\$ -		\$ 46,775			
Subtotal (Per Position)	\$ 46,775	\$ -	\$ -		\$ 46,775			
Continuous costs	<i>(BU & Acct #.)</i>	Please fill in per Complement. The total will account for multiple positions if indicated above.						
1) Office Supplies					-			
2) Training & Development	2340001.7115	500			500			
3) Cellular Line Charges					-			
4) Mileage					-			
Subtotal (Per Employee)		\$ 500	\$ -	\$ -	\$ 500			
Subtotal (Per Position)		\$ 500	\$ -	\$ -	\$ 500			
One-time costs	<i>(BU & Acct #.)</i>	Please fill in per Complement. The total will account for multiple positions if indicated above.						
1) Computer Hardware					-			
2) Office Equip. & Furniture	2340001.7210	1,500			1,500			
3) Training & Development					-			
4) Cellular Line Charges		-			-			
Subtotal (Per Employee)		1,500	-	-	1,500			
Subtotal (Per Position)		\$ 1,500	\$ -	\$ -	\$ 1,500			
2014 Total Annual Costs		\$ 48,775	\$ -	\$ -	\$ 48,775			
2015 Total Annual Costs		-	\$ -	\$ -	\$ -			
2016 Total Annual Costs		-	\$ -	\$ -	\$ -			
2017 Total Annual Costs		-	\$ -	\$ -	\$ -			
Additional Comments:								
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj. #	2014	2015	2016	2017	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING				\$ -	\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component	BU Acct. #	2014	2015	2016	2017	2018 Full-Yr. Adj.		
		Budget						
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal		-	-	-	-			

CITY OF VAUGHAN
2014-2017 OPERATING BUDGET

ATTACHMENT # 2

ADDITIONAL RESOURCE REQUEST							
Request Title	TREASURY CLERK E (CASHIER/WATER)						
REVENUE - one-time operating detail							
1							-
2							-
Subtotal			-	-	-	-	-
EXPENSES - continuous operating detail <i>(For staffing costs please fill out section 7)</i>							
1	* Staffing costs <i>(calculated field)</i>	(From sect. 7)	27,560	-	-	-	
2	* Benefits	(From sect. 7)	7,520	-	-	-	
3	* Complement sch. Expenses <i>(calculated field)</i>	(From sect. 7)	500	-	-	-	
4							
5							
6							
7							
Subtotal			35,580	-	-	-	
EXPENSES - one-time operating detail <i>(For staffing costs please fill out section 7)</i>							
1	* Complement sch. Expenses <i>(calculated field)</i>	(From sect. 7)	1,500	-	-	-	-
2							-
3							-
Subtotal			1,500	-	-	-	-
OFFSETS - cost savings, reductions, etc							
1							
2							
3							
Subtotal			-	-	-	-	
<u>TOTAL OPERATING BUDGET CHANGE</u>			37,080	-	-	-	-
COMPLEMENTS & FTE's			2014	2015	2016	2017	Total
# of positions requested		(From sect. 7)	1.00	-	-	-	1.00
FTE's		(From sect. 7)	0.60	-	-	-	0.60
FTE reductions/offsets		(Manual Field)					-
Net FTE's			0.60	-	-	-	0.60

**CITY OF VAUGHAN
2014-2017 OPERATING BUDGET**

ATTACHMENT # 2

ADDITIONAL RESOURCE REQUEST							
Request Title	<div style="border: 1px solid black; padding: 2px;">Backflow Prevention Administrator</div>						
Business Unit #	<div style="border: 1px solid black; padding: 2px;">2340001</div>	<div style="border: 1px solid black; padding: 2px;">Water Division - Administration</div>					
	<div style="border: 1px solid black; padding: 2px;">Full Time Labour</div>						
Related Program	<div style="border: 1px solid black; padding: 2px;"></div>						
Program Classification	<div style="border: 1px solid black; padding: 2px;"></div>						
Annual Budget Change Summary							
Financial Components	2014	2015	2016	2017	2014-2017 Sub-total	2018 (One Time. Adj.)	2014-2018 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	41,640	-	-	-	41,640	-	41,640
Other continuous costs	1,100	-	-	-	1,100	-	1,100
One-time expenses	4,500	(4,500)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 47,240	\$ (4,500)	\$ -	\$ -	\$ 42,740	\$ -	\$ 42,740
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1A) Request Description: Please provide a <u>brief</u> description of the request.							
Please check one: <input type="checkbox"/> Departmental <input checked="" type="checkbox"/> Corporate							
<p>The City of Vaughan delivers safe and clean drinking water (to the end user) through a network of watermain's and local distribution systems. In order to protect the public, the proposed Backflow Prevention Program (and associated ARR) is intended to take a proactive approach towards preventing the contamination of water to the City's water distribution system. The Backflow Prevention Program relates to the legislative requirement (The Safe Drinking Water Act). The normal flow of water is from the public water supply system into private water systems; however, backflow (the reversal of flow) could occur as a result of either back-siphonage or back-pressure. Backflow can result in potential contamination of the water supply if sources of chemicals, pollutants, toxic substances, communicable bacteria and pathogens, or non-potable water, etc., enter into the public water supply system. The program focuses on the isolation of the private water systems in certain premises from the City's water distribution system, where the potential for backflow and contamination presents a risk to drinking water safety. The position noted will help with the development, implementation, monitoring and general administration of the Backflow Prevention Program and shall have an active role in the enforcement of the 'Backflow Prevention Bylaw'. A number of municipalities have implemented the Backflow Prevention Program (Toronto, Markham, Hamilton, St. Catharines, Barrie, London, Halton Region etc.) as a tool to assist with the provision of safe drinking water to its' citizens.</p>							
1B) If this request is part of a project with multiple milestones then please fill in the following table:							
Milestones or Deliverables	Timelines	Comments					
Project Deliverable: Backflow Prevention Bylaw and Program	2014 + continuous	Should the above ARR not be approved, the City cannot implement the Backflow Prevention Program					
1C) Impact on other departments (cost/time/benefit):							
Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?					
Building Department	Support via development inspection	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No					
Engineering Department	Support via development requirements via Engineering Standards	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No					
Bylaw Enforcement	Support via enforcement	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No					
Other comments:							
COMMISSIONER APPROVAL: _____ Date: _____							

Budget Staff Use Only	<input checked="" type="checkbox"/> 1st Submission <input type="checkbox"/> Previously Recognized	Submitted for year: _____ Recognized for year: _____
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Request Title		Backflow Prevention Administrator				
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives						
A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.						
Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
Promote Community Safety, Health and Wellness	Service Excellence	Develop an Integrated Risk Management Strategy		Q2/14	High	General Correlation
Demonstrate Excellence in Service Delivery	Service Excellence	Develop an Integrated Risk Management Strategy	12	Q2/14	High	General Correlation
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:						
Goal: Service Excellence Themes: 1. Demonstrate Excellence in Service Delivery - the Department provides a wide variety of water and wastewater systems maintenance and testing to ensure safe drinking water for all citizens in accordance with MOE service standards. The Backflow Prevention Program goes beyond these minimum standards and is a proactive measure to further ensure the provision of safe drinking water. 2. Promote Community Safety, Health and Wellness - the Backflow Prevention Program provides another layer of safety to the City's water distribution system. It ensures the						
3) Related Performance Indicators & Business Plan Link						
Please provide information on top 3 performance measures:						
	Name/description of service level target:		Target Level	Current Level	Level with ARR	
1)	It is anticipated that - if approved - that 20-30% or higher of IC and I developments (existing) will be in compliance with proposed Backflow Prevention Bylaw by 2015		Working towards 90 to 100% compliance with proposed and existing developments within next five years	There currently is no program that requires private development to install a backflow unit	working towards target level	
2)						
3)						
Describe how this request relates to Departmental Business Plan:						
The City of Vaughan delivers safe and clean drinking water (to the end user) through a network of water main's and local distribution systems. In order to protect the public, the Backflow Prevention Program (and associated ARR) is intended to take a proactive approach towards preventing the contamination of water in the City's water distribution system. A component of the Department Business Plan states that the Safe Drinking Water Act and regulations of the Ontario Ministry of the Environment (MOE) require the City of Vaughan to provide safe drinking water to its residents. The Backflow Prevention Program relates directly to this legislative requirement. The normal flow of water is from the public water supply system into private water systems; however, backflow (the reversal of flow) could occur as a result of either back-siphonage or back-pressure. Backflow can result in potential contamination of the water supply if sources of chemicals, pollutants, toxic substances, communicable bacteria and pathogens, or non-potable water, etc., enter into the public water supply system. The position noted will help with the development and implementation of the program and shall be responsible for the ongoing monitoring and enforcement of the 'Backflow Prevention Bylaw'. The program focuses on the isolation of the private water systems in certain premises from the City's water distribution system, where the potential for backflow and contamination presents a risk to drinking water safety. In addition to the Bylaw, internal processes will be set in place to ensure installation of 'premise isolation devices' for new developments and redevelopments and will further ensure all installations of the premise isolation devices are done in accordance with the Building Code, Manufacturers Specifications etc. A number of municipalities have implemented the Backflow Prevention Program (Toronto, Markham, Hamilton, St. Catharines, Barrie, London, Halton Region etc.) as a tool to assist with the provision of safe drinking water to its' citizens.						
4) Value Proposition						
Please detail both qualitative and quantitative benefits of the request						
Qualitative: Please select up to 2 actions which best describe this request						
Primary		Improve Sustainability		Secondary		Realize Future Benefits
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?						
Sustainability achieved by proactively protecting City's drinking water system. Future Benefits achieved in part by quantifying the number of backflow prevention units installed (in conjunction with ongoing monitoring program).						
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.						
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?

Request Title	Backflow Prevention Administrator
5) Alternatives	
<p>Are there alternatives or options? Please explain what they are and why they are not the primary approach.</p> <p>The alternative or options to this undertaking, is the status quo which is a "do nothing" approach. Failure to implement this program could expose the City to some legal action should it be determined that the City did not exercise 'due diligence' in protecting the City's water supply. Each year, the MOE ask for updates on a Backflow program as part of our annual inspection. It is anticipated that the MOE could order the City to implement this program sometime in the near future, should the City not implement a program soon.</p>	
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<p>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</p> <p>1) Is there a federal or provincial statute or regulation which makes implementation of this request mandatory? If yes, specify which statute/regulation and relevant section(s) and if there is a due date for implementation. If no, skip to question 2.</p> <div style="border: 1px solid black; height: 30px; width: 100%;"></div> <p>2) If no to question #1, is there a federal or provincial statute or regulation which is related to this request? If yes, specify which statute/regulation and relevant section(s) and indicate how it is related.</p> <div style="border: 1px solid black; padding: 5px;">The Safe Drinking Water Act</div> <p>3) What are the consequences of non-compliance? Specify if there is a fine or other penalty and the amount.</p> <div style="display: flex; align-items: flex-start;"> <div style="flex: 1;"> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> </div> <div style="border: 1px solid black; padding: 5px; flex: 1;"> <p>The consequences of not implementing a Backflow prevention program are potential water contamination from ICI locations.</p> </div> </div> <p>4) Current status of compliance:</p> <div style="border: 1px solid black; padding: 5px;">Backflow program in place. Water quality is currently only ensured through daily water samples and t</div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="border: 1px solid black; height: 20px; position: relative;"> <div style="background: linear-gradient(to right, #ccc 48%, #ccc 48% 52%, #ccc 52%);"></div> </div> <p style="text-align: center;">None Low Medium High</p> <p>Financial Impact</p> <div style="border: 1px solid black; height: 20px; position: relative;"> <div style="background: linear-gradient(to right, #ccc 20%, #ccc 20% 40%, #ccc 40%);"></div> </div> <p style="text-align: center;">\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input type="radio"/> Internal <input checked="" type="radio"/> External <input type="radio"/> Both</p> <p>Probability of Health & Safety Issue</p> <div style="border: 1px solid black; height: 20px; position: relative;"> <div style="background: linear-gradient(to right, #ccc 60%, #ccc 60% 65%, #ccc 65%);"></div> </div> <p style="text-align: center;">None Low Medium High</p> <p>Health and Safety Magnitude</p> <div style="border: 1px solid black; height: 20px; position: relative;"> <div style="background: linear-gradient(to right, #ccc 30%, #ccc 30% 40%, #ccc 40%);"></div> </div> <p style="text-align: center;">None Minor Major Severe</p> </div> <div style="width: 50%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>The probability of a health and safety risk and litigation is medium-high. By implementing this program (through this ARR), the City can state and substantiate that it made all reasonable efforts to reduce the probability of contamination in the City's drinking water supply. Many municipalities have had this program in place for a number of years and are strictly enforcing the installation or repair of backflow preventors (at owner's expense) to safeguard the drinking water system.</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p>PW will be required to work with Bylaws Department, Building Department and Development Engineering Department to ensure the success of this program. New internal processes will have to be established to ensure these affected departments understand and ultimately support and adhere to the new processes and procedures (including inspection, development standards etc.)</p> </div>	

Request Title		Backflow Prevention Administrator		
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)				
<p>1. Likelihood of contamination to the City's water distribution system may increase with growth and intensification. The Backflow Prevention Program is intended to be proactive in significantly reducing the possibility of contamination (from IC and I developments) to the City's water distribution system. Otherwise, the City is responding in a reactive manner - addressing 'adverse' readings AFTER contamination to the City's water distribution system has occurred.</p> <p>2. The Backflow Prevention Program provides another level of safety to the City's water distribution system. It also provides assurances (to residents and business community) that the City is going much beyond the minimum regulatory standards to ensure the provision of safe drinking water to all its citizens.</p> <p>3. Although the Backflow Prevention Program is not intended to generate revenue, some revenue may be generated by those entities that are non-compliant to the requirements of the proposed Backflow Prevention Bylaw.</p> <p>4. Each year during the MOE's annual inspection, we are asked about the status of the Backflow Prevention Program. If no action is taken soon, we may be ordered to implement (by the MOE).</p>				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2014			
Position title	Backflow Prevention Administrator			
Estimated start date	Q3 - Q4			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	0.50			0.50
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage	n/a			
Business unit # (override if different than # shown)	2340001			
Grade level	Grade I			
Est. starting step	Step 1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	Yes			
Complement Annual Cost Detail				
Annual full-time \$	65,420			65,420
Annual part-time \$	-	-	-	-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	17,860	-	-	17,860
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal (Per Employee)	\$ 83,280	\$ -	\$ -	\$ 83,280
Subtotal (Per Position)	\$ 41,640	\$ -	\$ -	\$ 41,640
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	2340001-7200	100		100
2) Training & Developme	2340001-7115	200		200
3) Cellular Line Charges	2340001-7122	700		700
4) Mileage	2340001-7100	100		100
Subtotal (Per Employee)		\$ 1,100	\$ -	\$ 1,100
Subtotal (Per Position)		\$ 1,100	\$ -	\$ 1,100
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	2340001.7211	3,000		3,000
2) Office Equip. & Furnitu		1,500		1,500
3) Training & Developme		-		-
4) Cellular Line Charges		-		-
Subtotal (Per Employee)		4,500	-	4,500

Request Title	Backflow Prevention Administrator							
Subtotal (Per Position)	\$	4,500	\$	-	\$ 4,500			
2014 Total Annual Costs	\$	47,240	\$	-	\$ 47,240			
2015 Total Annual Costs	\$	-	\$	-	\$ -			
2016 Total Annual Costs	\$	-	\$	-	\$ -			
2017 Total Annual Costs	\$	-	\$	-	\$ -			
Additional Comments:								
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj. #	2014	2015	2016	2017	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING				\$ -	\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component		BU Acct. #	2014	2015	2016	2017	2018	
			Budget				Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal			-	-	-	-		
REVENUE - one-time operating detail								
1								-
2								-
Subtotal			-	-	-	-		-
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	32,710	-	-	-		-
2	* Benefits	(From sect. 7)	8,930	-	-	-		-
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	1,100	-	-	-		-
4								
5								
6								
7								
Subtotal			42,740	-	-	-		-
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	4,500	-	-	-		-
2								-
3								-
Subtotal			4,500	-	-	-		-
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal			-	-	-	-		-

Request Title		Backflow Prevention Administrator				
<u>TOTAL OPERATING BUDGET CHANGE</u>		47,240	-	-	-	-
COMPLEMENTS & FTE's		2014	2015	2016	2017	Total
# of positions requested	(From sect. 7)	1.00	-	-	-	1.00
FTE's	(From sect. 7)	0.50	-	-	-	0.50
FTE reductions/offsets	(Manual Field)					-
Net FTE's		0.50	-	-	-	0.50

CITY OF VAUGHAN
2014-2017 OPERATING BUDGET

ATTACHMENT # 2

ADDITIONAL RESOURCE REQUEST							
Request Title	TRANSFER FTE FROM PW-SOLID WASTE TO PW-WATER/WASTEWATER						
Business Unit #	2350001	WASTEWATER - ADMINISTRATION					
	155-PUBLIC WORKS - WASTEWATER OPERATIONS						
Related Program							
Program Classification	Environmental Program Planner						
Annual Budget Change Summary							
Financial Components	2014	2015	2016	2017	2014-2017 Sub-total	2018 (One Time. Adj.)	2014-2018 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	92,370	-	-	-	92,370	-	92,370
Other continuous costs	350	-	-	-	350	-	350
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 92,720	\$ -	\$ -	\$ -	\$ 92,720	\$ -	\$ 92,720
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1A) Request Description: Please provide a <u>brief</u> description of the request.							
Please check one: <input checked="" type="checkbox"/> Departmental <input type="checkbox"/> Corporate							
<p>The position of 'Education and Program Planner' (CT 214) under PW - Solid Waste (business unit 2330001) was identified to be redundant (by PW and HR). The position of Education and Program Planner had been rated as an I. A new position 'Environmental Program Planner' was created under PW - Water / Wastewater (business unit 2340001) to assist with various administrative duties. This new position is also rated as an I. A new job description was created and the staff person has been doing the functions under this new job description sometime after the 2013 budget submission. This ARR is a formal account of the transfer of the FTE (PFT) from PW Waste division. An equivalent ARR is being submitted by Water/Wastewater to account for the other side of this transfer.</p>							
1B) If this request is part of a project with multiple milestones then please fill in the following table:							
Milestones or Deliverables	Timelines	Comments					
n/a							
1C) Impact on other departments (cost/time/benefit):							
Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?					
PW-Water/Wastewater	Position transfer	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No					
		<input type="checkbox"/> Yes <input type="checkbox"/> No					
		<input type="checkbox"/> Yes <input type="checkbox"/> No					
Other comments:							
COMMISSIONER APPROVAL: _____ Date: _____							

Budget Staff Use Only	<input type="checkbox"/> 1st Submission	Submitted for year: _____
	<input type="checkbox"/> Previously Recognized	Recognized for year: _____

Request Title	TRANSFER FTE FROM PW-SOLID WASTE TO PW-WATER/WASTEWATER					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives						
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.						
Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:						
3) Related Performance Indicators & Business Plan Link						
Please provide information on top 3 performance measures:						
	Name/description of service level target:		Target Level	Current Level	Level with ARR	
1)	n/a					
2)						
3)						
Describe how this request relates to Departmental Business Plan:						
4) Value Proposition						
Please detail both qualitative and quantitative benefits of the request						
Qualitative: Please select up to 2 actions which best describe this request						
Primary <input type="text" value="Realize Future Benefits"/> Secondary <input type="text"/>						
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?						
Reporting to the Supervisor of Public Works Administration this role is responsible for creating, developing and monitoring special projects and programs for new and existing Water/Wastewater and Technical services programs. These programs and reporting will focus on the areas of water loss prevention initiatives, inflow/infiltration initiatives environmental reporting and performance measurement of these programs.						
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.						
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?
5) Alternatives						
Are there alternatives or options? Please explain what they are and why they are not the primary approach.						
n/a						

Request Title	TRANSFER FTE FROM PW-SOLID WASTE TO PW-WATER/WASTEWATER		
6) Implications/Consequences (if request not approved)			
A) Please check off how the request relates to the following:			
<p>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</p> <p>1) Is there a federal or provincial statute or regulation which makes implementation of this request mandatory? If yes, specify which statute/regulation and relevant section(s) and if there is a due date for implementation. If no, skip to question 2.</p> <div style="border: 1px solid black; height: 30px; margin-top: 5px;"></div> <p>2) If no to question #1, is there a federal or provincial statute or regulation which is related to this request? If yes, specify which statute/regulation and relevant section(s) and indicate how it is related.</p> <div style="border: 1px solid black; height: 30px; margin-top: 5px;"></div> <p>3) What are the consequences of non-compliance? Specify if there is a fine or other penalty and the amount.</p> <div style="display: flex; align-items: flex-start;"> <div style="margin-right: 20px;"> <input checked="" type="radio"/> None <input type="radio"/> Little consequence of non compliance <input type="radio"/> Significant external repercussion/penalty </div> <div style="border: 1px solid black; width: 350px; height: 25px; margin-top: 5px;"></div> </div> <p>4) Current status of compliance:</p> <div style="border: 1px solid black; width: 440px; height: 15px; margin-top: 5px;"></div>			
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="border: 1px solid black; height: 20px; position: relative; margin-bottom: 5px;"> <div style="position: absolute; left: 5px; top: -5px;">←</div> <div style="position: absolute; right: 5px; top: -5px;">→</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneLowMediumHigh </div> <p>Financial Impact</p> <div style="border: 1px solid black; height: 20px; position: relative; margin-bottom: 5px;"> <div style="position: absolute; left: 5px; top: -5px;">←</div> <div style="position: absolute; right: 5px; top: -5px;">→</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> \$0\$10,000\$100,000\$1,000,000> \$10,000,000 </div> <p>Health and Safety Risk (click on the word)</p> <div style="display: flex; align-items: center; font-size: small;"> <input checked="" type="radio"/> None <input type="radio"/> Internal <input checked="" type="radio"/> External <input type="radio"/> Both </div> <p>Probability of Health & Safety Issue</p> <div style="border: 1px solid black; height: 20px; position: relative; margin-bottom: 5px;"> <div style="position: absolute; left: 5px; top: -5px;">←</div> <div style="position: absolute; right: 5px; top: -5px;">→</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneLowMediumHigh </div> <p>Health and Safety Magnitude</p> <div style="border: 1px solid black; height: 20px; position: relative; margin-bottom: 5px;"> <div style="position: absolute; left: 5px; top: -5px;">←</div> <div style="position: absolute; right: 5px; top: -5px;">→</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneMinorMajorSevere </div> </div> <div style="width: 50%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; min-height: 150px; font-size: small;"> Please describe the type and nature of risk </div> </div> </div>			
<p>Internal Operational Requirements</p> <div style="margin-top: 5px;"> <input checked="" type="radio"/> None <input type="radio"/> Service provided with minor internal issues -slight inconvenience <input type="radio"/> Inability to support the department's directive <input type="radio"/> Direct affect on multiple departments <input type="radio"/> Citywide implications </div> <p>Comments</p> <div style="border: 1px solid black; height: 50px; margin-top: 5px;"></div>			
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)			

Request Title		TRANSFER FTE FROM PW-SOLID WASTE TO PW-WATER/WASTEWATER		
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2014			
Position title	Education and Program Planner			
Estimated start date	Jan. 1, 2014			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2350001			
Grade level	I			
Est. starting step	2			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	72,847			72,847
Annual part-time \$	-	-	-	-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	19,523	-	-	19,523
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal (Per Employee)	\$ 92,370	\$ -	\$ -	\$ 92,370
Subtotal (Per Position)	\$ 92,370	\$ -	\$ -	\$ 92,370
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	2350001.7211.01	250		250
2) Other (Please detail in	2350001.7699.01	100		100
3) Memberships/Dues/Fe	2350001.7105			-
4) Mileage	2350001.7100			-
Subtotal (Per Employee)		\$ 350	\$ -	\$ 350
Subtotal (Per Position)		\$ 350	\$ -	\$ 350
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	2350001.7211.01			-
2)	#N/A			-
3)	#N/A			-
4)	#N/A			-
Subtotal (Per Employee)		-	-	-
Subtotal (Per Position)		\$ -	\$ -	\$ -
2014 Total Annual Costs		\$ 92,720	\$ -	\$ 92,720
2015 Total Annual Costs		\$ -	\$ -	\$ -
2016 Total Annual Costs		\$ -	\$ -	\$ -
2017 Total Annual Costs		\$ -	\$ -	\$ -
Additional Comments:				
Other CT costs are for Protective Clothing 2330001.7330				

Request Title		TRANSFER FTE FROM PW-SOLID WASTE TO PW-WATER/WASTEWATER							
8) Capital Funding									
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)									
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2014	2015	2016	2017	Total
1									\$ -
2									\$ -
3									\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail									
Component		BU Acct. #	2014	2015	2016	2017	2018		
			Budget					Full-Yr. Adj.	
REVENUE - continuous operating detail									
1									
2									
3									
4									
Subtotal			-	-	-	-	-	-	
REVENUE - one-time operating detail									
1								-	
2								-	
Subtotal			-	-	-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)									
1	* Staffing costs (calculated field)	(From sect. 7)	72,847	-	-	-	-	-	
2	* Benefits	(From sect. 7)	19,523	-	-	-	-	-	
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	350	-	-	-	-	-	
4									
5									
6									
7									
Subtotal			92,720	-	-	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)									
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	-	
2								-	
3								-	
Subtotal			-	-	-	-	-	-	
OFFSETS - cost savings, reductions, etc									
1									
2									
3									
Subtotal			-	-	-	-	-	-	
TOTAL OPERATING BUDGET CHANGE			92,720	-	-	-	-	-	
COMPLEMENTS & FTE's			2014	2015	2016	2017	Total		
# of positions requested	(From sect. 7)		1.00	-	-	-	-	1.00	
FTE's	(From sect. 7)		1.00	-	-	-	-	1.00	
FTE reductions/offsets	(Manual Field)							-	
Net FTE's			1.00	-	-	-	-	1.00	

**CITY OF VAUGHAN
2014-2017 OPERATING BUDGET**

ATTACHMENT # 2

ADDITIONAL RESOURCE REQUEST							
Request Title	<div style="border: 1px solid black; padding: 2px;">Sewer Use Compliance & By-law Co-ordinator</div>						
Business Unit #	<div style="border: 1px solid black; padding: 2px;">2350001</div>	<div style="border: 1px solid black; padding: 2px;">Wastewater Division - Administration</div>					
	<div style="border: 1px solid black; padding: 2px;">Full Time Labour</div>						
Related Program	<div style="border: 1px solid black; padding: 2px;"></div>						
Program Classification	<div style="border: 1px solid black; padding: 2px;"></div>						
Annual Budget Change Summary							
Financial Components	2014	2015	2016	2017	2014-2017 Sub-total	2018 (One Time. Adj.)	2014-2018 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	0.50	-	-	-	0.50	-	0.50
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	41,640	-	-	-	41,640	-	41,640
Other continuous costs	1,100	-	-	-	1,100	-	1,100
One-time expenses	4,500	(4,500)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 47,240	\$ (4,500)	\$ -	\$ -	\$ 42,740	\$ -	\$ 42,740
Associated Capital Costs	\$ -	\$ 35,000	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000
1A) Request Description: Please provide a <u>brief</u> description of the request.							
Please check one: <input type="checkbox"/> Departmental <input checked="" type="checkbox"/> Corporate							
<p>The Sewer Use Program / By-law is intended to protect sewer systems, streams, and lakes. Undetected hazards will damage the City's sewer system, resulting in costly repairs and negatively impacting the lifespan of the sewer system. The Program / By-law provides early detection of hazards entering into the City's sewer system, and provides the opportunity for the City to take proactive measures to mitigate costly repairs and ensuring longevity to the City's infrastructure.</p> <p>The By-law establishes limits on the discharge of substances that may impact the safe operation of sewers, adversely affect public health, property or the environment. The By-law applies to all discharges, including residential, industrial, commercial as well as institutional properties. The program focuses on industrial and commercial discharges into the sewer system.</p> <p>The Sewer Use Compliance Program covers: Sampling and monitoring industrial and commercial discharges; Notifying responsible parties of By-law violations; Investigating Sewer Use Complaints; Investigating and repairing damages to City sewers by discharge violations; Laying charges after violations; Recovering costs for system repairs through legal action from responsible parties.</p> <p>The ARR noted will be responsible to coordinate these activities. Any By-law violation that causes damage to the sewer system will be investigated and repaired with costs recovered from the responsible parties.</p>							
1B) If this request is part of a project with multiple milestones then please fill in the following table:							
Milestones or Deliverables			Timelines	Comments			
Project Deliverable: Sewer Compliance Program			2014 + continuous	Should the above ARR not be approved, the City cannot implement the Sewer Compliance Program and will have very limited ability to coordinate enforcement of this Program or enforcement of other water / wastewater related programs such as Backflow Prevention Bylaw etc.			
1C) Impact on other departments (cost/time/benefit):							
Department Impacted	Describe Impact (Cost/time/benefit)					Were they Consulted?	
Building	Support via inspection (access to buildings)					<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Engineering Department	Support via development requirements via Engineering Standards					<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Bylaw Enforcement	Support via enforcement					<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Other comments:							
COMMISSIONER APPROVAL: _____						Date: _____	

Budget Staff Use Only	<input checked="" type="checkbox"/> 1st Submission	Submitted for year:
	<input type="checkbox"/> Previously Recognized	Recognized for year:

Request Title		Sewer Use Compliance & By-law Co-ordinator				
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives						
A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.						
Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
Promote Community Safety, Health and Wellness	Service Excellence	Develop an Integrated Risk Management Strategy		Q2/14	High	General Correlation
Demonstrate Excellence in Service Delivery	Service Excellence	Develop an Integrated Risk Management Strategy	12	Q2/14	High	General Correlation
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:						
Goal: Service Excellence Themes: 1. Promote Community Safety, Health and Wellness - there is continued threat to by primarily IC and I properties of discharging toxic pollutants into the natural environment. The sewer use by-law / program assists in mitigating these impacts Goal: Management Excellence 2. Maintain Assets and Infrastructure - discharging unacceptable material into the City's sewer system can cause damage to the city's municipal infrastructure. The intent of this program / by-law is in part to protect and maintain City's assets.						
3) Related Performance Indicators & Business Plan Link						
Please provide information on top 3 performance measures:						
	Name/description of service level target:	Target Level	Current Level	Level with ARR		
1)	To ensure compliance with the City's Sewer Use Bylaw.	80 to 100% over five years	none	80 to 100% over five years		
2)						
3)						
Describe how this request relates to Departmental Business Plan:						
One of the initiatives identified in the 2014 Business Plan identifies the development and implementation of a Sewer Use Compliance Program and also is inkeeping with York Region new sewer use by-law and mutual agreements with area municipalities to take a more proactive role in sewer use management. Failure to have this ARR approved will mean that the program will not be developed or implemented.						
4) Value Proposition						
Please detail both qualitative and quantitative benefits of the request						
Qualitative: Please select up to 2 actions which best describe this request						
Primary		Improve Sustainability		Secondary		Realize Future Benefits
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?						
Improve Sustainability Realize Future Benefits						
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.						
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?

Request Title	Sewer Use Compliance & By-law Co-ordinator
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5) Alternatives

Are there alternatives or options? Please explain what they are and why they are not the primary approach.

There are no alternative or options to this undertaking, except the status quo which is a "do nothing" approach. Continuing along this road will lead to more costly sewer repairs and potential environmental impacts to storm ponds and streams.

6) Implications/Consequences (if request not approved)

A) Please check off how the request relates to the following:

Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)

1) Is there a federal or provincial statute or regulation which makes implementation of this request mandatory? If yes, specify which statute/regulation and relevant section(s) and if there is a due date for implementation. If no, skip to question 2.

No

2) If no to question #1, is there a federal or provincial statute or regulation which is related to this request? If yes, specify which statute/regulation and relevant section(s) and indicate how it is related.

3) What are the consequences of non-compliance? Specify if there is a fine or other penalty and the amount.

☐ None
☐ Little consequence of non compliance
☒ Significant external repercussion/penalty

External Repercussion - to wastewater treatment facility and/or natural environment

4) Current status of compliance:

Not applicable as we currently do not have a program

Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)

Probability of Litigation

None
Low
Medium
High

Financial Impact

\$0
\$10,000
\$100,000
\$1,000,000
> \$10,000,000

Health and Safety Risk (click on the word)

☐ None
 ☐ Internal
 ☒ External
 ☐ Both

Probability of Health & Safety Issue

None
Low
Medium
High

Health and Safety Magnitude

None
Minor
Major
Severe

Comments

Please describe the type and nature of risk

Even if each discharge is very small in quantity, the total combined effect can be significant. Unauthorized discharges could result in:

- A threat to the health and safety of sewer workers
- Damage to municipal infrastructure
- Interference with the normal operation of the wastewater treatment plant
- The release of pollutants to the local river streams
- The discharge of contaminants to the natural environment

Internal Operational Requirements

☐ None
☒ Service provided with minor internal issues -slight inconvenience
☐ Inability to support the department's directive
☐ Direct affect on multiple departments
☐ Citywide implications

Comments

PW will be required to work with Bylaws Department, Building Department and Development Engineering Department to ensure the success of this program. New internal processes will have to be established to ensure these affected departments understand and ultimately support and adhere to the new processes and procedures (including inspection, development standards etc.)

Request Title	Sewer Use Compliance & By-law Co-ordinator			
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)				
Failure to implement this program could potentially put the City and the natural environment at risk. Many municipalities have implemented this Program as a means to protect both the natural environment and municipal assets and infrastructure (including Region's wastewater treatment facility). Failure to implement this program could also result in reduced lifespan for assets due to corrosive materials going undetected in the sewer system. Failure to implement this program could put the City at risk if it is demonstrated the City did not take reasonable measures to protect the natural environment.				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2014			
Position title	Sewer Use Compliance and Bylaw Coordinator			
Estimated start date	Q2 or Q3			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	0.50			0.50
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage	n/a			
Business unit # (override if different than # shown)	2350001			
Grade level	Grade I			
Est. starting step	Step 1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	Yes			
Complement Annual Cost Detail				
Annual full-time \$	65,420			65,420
Annual part-time \$	-	-	-	-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	17,860	-	-	17,860
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal (Per Employee)	\$ 83,280	\$ -	\$ -	\$ 83,280
Subtotal (Per Position)	\$ 41,640	\$ -	\$ -	\$ 41,640
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	2350001-7200	100		100
2) Training & Developme	2350001-7115	200		200
3) Cellular Line Charges	2350001-7122	700		700
4) Mileage	2350001-7100	100		100
Subtotal (Per Employee)		\$ 1,100	\$ -	\$ 1,100
Subtotal (Per Position)		\$ 1,100	\$ -	\$ 1,100
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	2350001.7211	3,000		3,000
2) Office Equip. & Furnitu		1,500		1,500
3) Training & Developme		-		-
4) Cellular Line Charges		-		-
Subtotal (Per Employee)		4,500	-	4,500
Subtotal (Per Position)		\$ 4,500	\$ -	\$ 4,500

Request Title		Sewer Use Compliance & By-law Co-ordinator						
2014 Total Annual Costs	\$	47,240	\$	-	\$	47,240		
2015 Total Annual Costs	\$	-	\$	-	\$	-		
2016 Total Annual Costs	\$	-	\$	-	\$	-		
2017 Total Annual Costs	\$	-	\$	-	\$	-		
Additional Comments:								
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj. #	2014	2015	2016	2017	Total
1 Vehicle (1/2 tonne estimate)					\$ 35,000			\$ 35,000
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING				\$ -	\$ 35,000	\$ -	\$ -	\$ 35,000
9) Financial/Resource Detail								
Component		BU Acct. #	2014	2015	2016	2017	2018	
			Budget				Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal			-	-	-	-		
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal			-	-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	32,710	-	-	-	-	
2	* Benefits	(From sect. 7)	8,930	-	-	-	-	
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	1,100	-	-	-	-	
4								
5								
6								
7								
Subtotal			42,740	-	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	4,500	-	-	-	-	
2							-	
3							-	
Subtotal			4,500	-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal			-	-	-	-	-	

Request Title		Sewer Use Compliance & By-law Co-ordinator				
<u>TOTAL OPERATING BUDGET CHANGE</u>		47,240	-	-	-	-
COMPLEMENTS & FTE's		2014	2015	2016	2017	Total
# of positions requested	(From sect. 7)	1.00	-	-	-	1.00
FTE's	(From sect. 7)	0.50	-	-	-	0.50
FTE reductions/offsets	(Manual Field)					-
Net FTE's		0.50	-	-	-	0.50



CITY OF VAUGHAN

**WATER AND WASTEWATER RATE COMPARISON
 BASED ON CONSUMPTION OF 300 CUBIC METRES**

	2014 ⁽¹⁾	2013	Year over Year Change	
			\$	%
TORONTO	\$887	\$814	\$73	9.00%
MARKHAM	\$919	\$851	\$68	8.01%
VAUGHAN	\$926	\$850	\$75	8.85%
RICHMOND HILL	\$942	\$872	\$70	8.00%
WHITCHURCH - STOUFFVILLE	\$944	\$866	\$78	9.04%
KING	\$1,054	\$987	\$67	6.79%
AURORA	\$1,056	\$947	\$110	11.61%
NEWMARKET	\$1,204	\$1,115	\$89	7.99%
EAST GWILLIMBURY	\$1,495	\$1,399	\$96	6.86%
GEORGINA	N/A	\$980		

(1) 2014 vs. 2013 cost increases for consumption 300 m³ are based on Municipal and Regional Council approved rate increases.

N/A - rates not available

(All calculated amounts have been rounded to the nearest dollar).



Public Works

Water Division

Wastewater & Drainage Division

2014-17 Business Plan

Business Overview

Service Statement: *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Core Activities: *Describe your regular business functions and responsibilities.*

The **Water Division** is responsible for the provision of safe, potable drinking water to all City of Vaughan residents through compliance with Provincial legislation and regulations. Related business functions include, but are not limited to: watermain protection and repair, watermain flushing, water testing and water quality reports. In addition, this division strives for continuous improvement for the effective and efficient service delivery through the development and implementation of water-related by-laws and programs.

The **Wastewater and Drainage Division** is responsible for the maintenance of waste water and drainage collection infrastructure and the control of environmental hazards through compliance with Provincial legislation and regulation. Related business functions include, but are not limited to: catch basin cleaning, storm pond cleaning, sewer flushing, sanitary sewer cleaning. In addition, this division strives for continuous improvement for the effective and efficient service delivery through the development and implementation of wastewater-related by-laws and programs.

Both the Water and Wastewater and Drainage Division(s) work closely with representatives from the Finance Department in providing revenue and cost projections, user rates, and financial reporting. The Finance Dept. further coordinates with PowerStream regarding billing and collection of water and wastewater accounts

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Provide safe drinking water for all citizens in accordance with Ministry of the Environment service standards
2. Ensure the safe collection of wastewater
3. Promote environmentally sustainable management of the City's water assets and services

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Demonstrate Excellence in Service Delivery
 - The Department provides a wide variety of water and wastewater systems maintenance and testing to ensure safe drinking water for all citizens in accordance with Ministry of the Environment service standards.
2. Promote Community Safety, Health and Wellness
 - Staff ensure the safe collection of wastewater, promoting the health and wellness of Vaughan residents
3. Lead and Promote Environmental Sustainability
 - The Department promotes environmentally sustainable management of the City's water assets by protecting water sources and maintaining natural and man-made water environments. Ongoing storm pond and sewer maintenance ensures infrastructure is functioning as intended, with no adverse impacts on the environment



Public Works

Water Division Wastewater & Drainage Division

2014-17 Business Plan

4. Ensure Financial Sustainability
 - The Department, along with the Finance Dept., continues to pursue Full Cost Recovery in the delivery of water and wastewater services
5. Manage Corporate Assets
 - Staff is collaborating with other City stakeholders to support the Corporate Asset Management Strategy and integrate the City's water, wastewater and storm water infrastructure.

Staffing Profile: Full Time, Part Time and Overtime – Budgeted Amounts

Administration & Technical Divisions Water / Wastewater & Drainage Division Public Works Department Feb 26, 2014



	Additional Resource Requests					
	2012*	2013*	2014	2015	2016	2017
Full Time	51.12	49.5	3.2	-	-	-
Part Time	1.59	2.62	-	-	-	-
Overtime	\$214,985	234,561	250,730	-	-	-

Notes:

- *Includes 3.0 Engineering Positions and seasonal staff
- Additional staff / ARR requirements for 2015 – 2017 may be identified through Engineering / Public Works PSR (to be completed 2014) or independently assessing comparable staff / ARR needs for the implementation and ongoing management of the programs identified.



Public Works

Water Division Wastewater & Drainage Division

2014-17 Business Plan

Key Stakeholders

- Citizens and businesses of Vaughan
- York Region
- Conservation Authority (TRCA)
- Mayor and Members of Council
- Ministry of Environment
- PowerStream

Service Profile

Current Service State: *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

Strengths

The Water and Wastewater & Drainage Divisions have taken steps in recent years to develop various programs related to safeguard City infrastructure and provide opportunities for cost recovery. These programs include (or will soon include): Storm Pond Maintenance Program, Asset Management Program, Sewer Use Compliance Program, , Leak Detection and Water Loss Program, Inflow and Infiltration Program, Water Meter Replacement/Calibration Program, Water Backflow Prevention Program, & an overhaul of the SCADA system. It is anticipated that these programs will take multiple years to be implemented and become fully operational.

In addition, the City continues to provide (pay for) all necessary training for both its wastewater and water operators to ensure all operators are in compliance to Provincial regulations and legislation.

Challenges/Constraints

Comparable progressive municipalities have considerable more staff in their Water and Wastewater Divisions to develop, implement, and manage water/wastewater related bylaws and programs such as a Storm Pond Maintenance Program, Asset Management Program, Sewer Use Compliance Program, Leak Detection and Water Loss Program (in Partnership with York Region), Inflow and Infiltration Program, Water Meter Replacement/Calibration Program, Water Backflow Prevention Program. Although we are working toward developing bylaws and programs for these initiatives, the program(s) success relies on the provision of additional qualified staff to adequately manage these programs. Due to the staffing shortfall, there is a RISK that expected service levels required for these programs will not be obtained, or worse, not implemented.

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

Opportunities

The City has a number of opportunities to develop, implement and manage water and wastewater related programs intended to safeguard the City's infrastructure as well as the natural environment. Some of these programs also provide opportunity for cost recovery.



Public Works

Water Division

Wastewater & Drainage Division

2014-17 Business Plan

Emerging Issues

The emerging issues in the recent past focus on requirement and expectation that municipalities effectively and efficiently manage their assets and to exercise due diligence in doing so. The programs are categorized in three primary areas:

- Longevity to City Infrastructure & Capital Assets – Asset Management Program; I and I Program; Water Loss Program
- Environmental – Sewer Use Compliance Program; Water Loss Program; I and I Program; Water Meter Calibration/Replacement Program
- Cost Recovery – Water Meter Calibration and Replacement Program; Water Loss Program

Threats

Failure to successfully develop, implement and manage many of the programs noted above, could expose the City to significant risk – recognizing of course the exposure to risk varies depending on the program. For example, the Backflow Prevention Program is intended to be a proactive measure to help safeguard the City's drinking water supply – basically avoiding contamination before it occurs.

The revamping of the SCADA system is required to prevent an immediate threat to managing the City's infrastructure. –Since the inception of the current SCADA system, Vaughan has been fully reliant on an external contractor in managing this program. Although the City has taken some preliminary steps to assess shifting the control of the SCADA system from a contractor to the City, significant upgrades and work is required to this system in order to ensure it is operating as intended and allow for full remote operational control and data recovery.

Anticipated Constraints

Staffing shortfall as noted in 'Challenges and Constraints' above.

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- Increases in regional billing for water and wastewater services will necessitate matching increases to municipal billing rates and revenues
- The City's Corporate Asset Management initiative will provide greater information and detail on future capital and maintenance liabilities associated with full life-cycle costs of water, wastewater, and storm water assets
- For the 2014 budget, the Water / Wastewater Division submitted 2 ARRS (Sewer Use Compliance and Bylaw Coordinator and a Backflow Prevention Administrator). Although additional staff may be required beyond 2014 to assist with the implementation of many of the programs identified, staff will await the findings of the Organizational Review for Engineering and Public Works that is currently underway, and if so required, provide additional rationale for additional staffing increases beyond 2014.
- Water and Wastewater budgets are to a large extent 'reactive' and difficult to predict from year to year.. The cost of required reactive activities (i.e. number and extent of water main breaks, the number of flooding events, or sewer back-ups) varies from year to year. As such, it should be recognized that variances (both positive and negative) will be the norm during budget evaluation.



Public Works

Water Division

Wastewater & Drainage Division

2014-17 Business Plan

Work Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

THE INITIATIVES NOTED BELOW ARE MULTI YEAR INITIATIVES.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Pursue full cost recovery in the delivery of water and wastewater services	Reduce Non-Revenue Water Usage by implementing leak detection process and replacing water meters	Q4 (ongoing)	Not at this time
Effectively manage the City's water infrastructure	Develop a Cross-Connection Control & Backflow Prevention by-law and implementation program	Q4 (ongoing)	Yes – ARR submitted for 1 staff person
	Collaborate with Engineering Services to support the Corporate Asset Management initiative	Q4 (ongoing)	Not at this time
	Water Meter Calibration and Assessment Program	Q4 (ongoing)	Not at this time
Effectively manage the City's storm sewer infrastructure	Develop and Implement Sewer Use Compliance Program	Q4 (ongoing)	Yes – ARR submitted for 1 staff person
Safeguard the natural environment	Development of Inflow and Infiltration Program	Q2 (ongoing)	No
Effective delivery of Services	Develop policies, procedures, best practices and standards for the water and waste water collection and distribution system (i.e. through contract requirements / development requirements)	(ongoing)	No
Effectively manage City (SCADA) infrastructure	SCADA system – to implement a system whereby the City has full control on its SCADA system	2014 (all)	Captured in Operating (no additional resources)


Public Works
Water Division
Wastewater & Drainage Division
2014-17 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2015 - 2017 Initiatives			
<p>The initiatives noted in 2014 are multi year initiatives.</p> <p>Given the depth of these programs, the staffing constraints and the multiple components required to undertake to successfully develop and implement these programs (task include (but not limited to: background / comparative data compilation, bylaws, program development, financial processes, education campaign, development of database(s), enforcement), it is expected that many of the initiatives noted will spill into 2015, 2016 and possibly 2017</p>			



Public Works

Water Division
Wastewater & Drainage Division

2014-17 Business Plan

Business Performance

Key Performance Indicators: List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.

Performance Measure	2010	2011	2012	2013	2014 Estimate
EFFICIENCY: What/How much do we do?					
A. Operating Cost per km of Water Distribution System	858 km \$7,255	865 km \$6,926	871 km \$6,518	882 km \$6,412	897 km \$7,877
B. Operating Cost per km of Wastewater Collection System (Flushing)	839 km \$3,753	846 km \$4,208	852 km \$4,555	863 km \$3,471	878 km \$5,056
C. Operating Cost per Km of Storm Collection System	820 km \$1,802	827 km \$1,663	833 km \$1,877	843 km \$1,984	858 km \$2,066
D. Km's of Sewer Main Flushed per Year – (includes some capital and repetitive flushing)	1,132	720	720	740	460*
EFFECTIVENESS: How well did we do it?					
E. # of Watermain Breaks per 100km of Distribution Pipe	6	3	2.3	2.4	2.4
SERVICE QUALITY: Is anyone better off					
F. # of Adverse Water Samples vs. Total Number of Water Samples Taken	0.0040	0.0065	0.0041	0.0091	0.0070

Calculation Notes:

- Refer to Finance's KIP Actual Operating Finance Sheet for cost summary of 'Maintenance and Installation' and 'General Administration' for Water, Wastewater and Storm
- Kilometres of Storm, Water and Wastewater obtained via Public Works MPMP.
- *In 2014 it is anticipated that a Sewer Flushing & CCTV Contract will go out for tender. This contract will have a 5 year flushing rotation for both storm and sanitary (previous to this storm sewer was done on a as needed basis only). Therefore assume 900 km of sewer + 15% flushing in capital works + 2.5% growth of infrastructure = 1,056 km + 20% (180 km) repeat flushing in problem areas = 1,236



Public Works

Water Division Wastewater & Drainage Division

2014-17 Business Plan

km of sanitary x 2 (for storm less the 180 km for repeat as the storm sewer)= 2,300
(rounded off) divided by 5 years = 460 km /yr.

d) Assume 1 (15 km) to 2.5 % growth per year.

Key Performance Indicators Conclusion: *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

A. Operating Cost per km of Water Distribution System

Key Conclusion

The cost per km of the water distribution system slightly decrease in 2013 may be attributed to better oversight on some of the water-related contracts as well as fewer emergency operations required.

Notes About Measure

Source: km of infrastructure provided by PW MPMP. Finance – year-end financial reports.

B. Operating Cost per km of Wastewater Collection System

Key Conclusion

The cost per km for maintenance of the wastewater collection system has decreased slightly, demonstrating slight stabilization in inflow / infiltration activities resulting in manhole repairs and elimination of cross connections.

Notes About Measure

Source: km of infrastructure provided by PW MPMP. Finance – year-end financial reports.

C. Operating Cost per km of Storm Collection System

Key Conclusion

The cost per km of the storm collection system has stabilized over the last several years primarily due to fewer hazardous spill responses and fewer emergency repairs. Proactive maintenance activities have helped to keep emergency repair costs down, and some works previously done through the operating budget are now being done through Engineering Capital Projects. It is expected that through this ongoing arrangement with Engineering Services, future operating costs will remain near \$2,000 per km of pipe range, unless significant emergency repairs are needed and/or large spills occur.

Notes About Measure

Source: km of infrastructure provided by PW MPMP. Finance – year-end financial reports.

D. Km Sanitary Sewer Main Flushed per year

Key Conclusion

The number of km of sewers flushed in 2013 is consistent with previous years (except for 2010). Sanitary (wastewater) sewers are flushed annually while storm sewers are flushed on an “as needed” and less frequent basis. The flushing program is contracted out and includes some capital works projects and some repetitive flushing in problematic areas.


Public Works
Water Division
Wastewater & Drainage Division

2014-17 Business Plan

Notes about Measure

Source: Wastewater Division

E. Number of Watermain Breaks per 100 km of Distribution Pipe
Key Conclusion

The Anode Protection Program in combination with Engineering Services watermain replacement program continues to help reduce the number of watermain breaks. The number of watermain breaks (per 100 km of watermain) has stabilized over the last several years. It is expected that the number of watermain breaks will remain at 3 to 4 per 100 km of pipe.

Notes about Measure

There has been no increase of break activity in areas where the anode protection program has been implemented. Source: Water Division

F. Number of Adverse Water Samples versus total number of Water Samples Taken
Key Conclusion

Adverse samples are most often the result of contamination due to the method of sampling. The standard response to an adverse water quality sample is to flush the watermain and resample to confirm that the water quality meets the regulatory requirements. The samples that were deemed to be adverse were not indicative of the City's water supply, and the general public was not at risk at any time. The number of adverse occurrences are less than the Provincial average for municipalities of similar size.

Notes about Measure

The number of sampling points increases each year in relation to the City's population. In June 2005, the City mandated a flushing and testing program for all new developments within the City. As well, new locations were added to the existing flushing program for dead-end watermains. Both of these initiatives add to the sampling program and help ensure the water quality is maintained throughout the distribution systems. These changes were in response to Ontario Regulation 170/03 of the Safe Drinking Water Act.

Source: Water Division

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)



City of Vaughan
Water Division

2014 Draft Budget and 2015 - 2017 Plan

	2014 DRAFT Budget	2015 Forecast	2016 Forecast	2017 Forecast
Water Revenues				
Residential Billings	31,387,680	33,971,500	36,788,340	39,650,340
Commercial Billings	19,079,840	21,337,380	22,992,805	24,732,580
Other	335,540	342,145	355,110	367,980
	\$50,803,060	\$55,651,025	\$60,136,255	\$64,750,900
Water Purchases				
Metered Water Purchases	31,378,540	34,753,210	37,700,650	40,203,480
Non-Revenue Water	4,700,000	5,302,000	5,752,000	6,133,700
	\$36,078,540	\$40,055,210	\$43,452,650	\$46,337,180
GROSS MARGIN	\$14,724,520	\$15,595,815	\$16,683,605	\$18,413,720
Other Revenues				
Installation and Service Fees	576,250	550,000	540,000	530,000
Interest	440,000	465,370	466,875	485,935
	\$1,016,250	\$1,015,370	\$1,006,875	\$1,015,935
Expenses				
Maintenance and Installation Costs	5,003,935	5,179,075	5,360,345	5,547,955
General Administration	2,061,865	2,139,030	2,218,895	2,301,555
Joint Service Costs	759,855	782,650	806,130	830,315
Debt Service Payments	214,550	208,370	164,855	164,855
Administration Overhead	1,651,120	1,662,850	1,700,475	1,701,940
Insurance Allocation	300,915	303,050	309,910	310,180
	\$9,992,240	\$10,275,025	\$10,560,610	\$10,856,800
Contribution to Reserve	\$5,748,530	\$6,336,160	\$7,129,870	\$8,572,855



City of Vaughan
Wastewater/Storm Sewer Division

2014 Draft Budget and 2015 - 2017 Plan

	2014 DRAFT Budget	2015 Forecast	2016 Forecast	2017 Forecast
Wastewater Revenues				
Residential Billings	36,211,940	40,922,905	45,534,390	48,999,345
Commercial Billings	22,502,440	26,094,955	28,892,495	31,029,625
	\$58,714,380	\$67,017,860	\$74,426,885	\$80,028,970
Wastewater Expenses				
Regional Treatment Charges	\$45,230,670	\$52,242,405	\$58,040,895	\$62,163,340
GROSS MARGIN	\$13,483,710	\$14,775,455	\$16,385,990	\$17,865,630
Other Revenues				
Local Improvements	233,780	126,755	0	0
Installation and Service Fees	161,000	165,000	160,000	158,000
Interest	514,430	596,980	696,225	811,965
Sundry	3,000	3,000	3,000	3,000
	\$912,210	\$891,735	\$859,225	\$972,965
Expenses				
Maintenance and Installation Costs	3,773,935	3,906,025	4,042,735	4,184,230
General Administration	664,910	694,180	724,475	755,830
Storm Sewer Maintenance	1,772,615	1,834,655	1,898,870	1,965,330
Joint Service Costs	506,570	521,765	537,420	553,545
Debenture Payments	222,895	126,755	0	0
Administration Overhead	1,100,745	1,108,565	1,133,650	1,134,625
Insurance Allocation	325,985	328,300	335,730	336,020
	\$8,367,655	\$8,520,245	\$8,672,880	\$8,929,580
Contribution to Reserve	\$6,028,265	\$7,146,945	\$8,572,335	\$9,909,015

2014 Capital Budget

2015 - 2017 Capital Plan

Approved by Council February 18, 2014

By Funding Source - Water Reserve

Rank	Budget Year	Year Identified	Dept	Number	Project Title	Project Type	Amount	Cumm. Total	Operating Budget Impact	Co-Funding	TCA
	2014	2014	EN	EN-1914-14	2015 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	37,080	37,080	0	Debenture Financing \$40,170;	Y
	2014	2014	EN	EN-1915-14	2015 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	166,860	203,940	0	Debenture Financing \$39,140;	Y
	2014	2013	EN	EN-1942-13	2014 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	1,370,230	1,574,170	0	Debenture Financing \$2,337,770;	Y
	2014	2013	EN	EN-1943-13	2014 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	2,227,880	3,802,050	0	Debenture Financing \$824,010;	Y
	2014	2014	EN	EN-1998-14	Watermain and Sanitary Installation in the Millwood Estates Community	New Infrastructure	150,000	3,952,050	0	Sewer Reserve \$280,000;	Y
	2014	2013	PW	PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement	206,000	4,158,050	0		Y
2014 Budget Line											
	2015	2014	EN	EN-1914-14	2015 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	743,897	743,897	0	Debenture Financing \$805,888;	Y
	2015	2014	EN	EN-1915-14	2015 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	2,174,570	2,918,467	0	Debenture Financing \$510,084;	Y
	2015	2014	EN	EN-1916-15	2015 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement	216,300	3,134,767	0	Debenture Financing \$92,700;	Y
	2015	2015	EN	EN-1920-15	2016 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	140,492	3,275,259	0	Debenture Financing \$86,108;	Y
	2015	2015	EN	EN-1921-15	2016 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	208,575	3,483,834	0	Debenture Financing \$69,525;	Y
	2015	2013	EN	EN-1944-13	2014 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement	609,760	4,093,594	0	Debenture Financing \$214,240;	Y
	2015	2013	PW	PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement	206,000	4,299,594	0		Y
2015 Forecast Line											

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By Funding Source - Water Reserve

Rank	Budget Year	Year Identified	Dept	Number	Project Title	Project Type	Amount	Cumm. Total	Operating Budget Impact	Co-Funding	TCA
	2016	2014	EN	EN-1916-15	2015 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement	3,024,613	3,024,613	0	Debenture Financing \$1,296,263;	Y
	2016	2015	EN	EN-1920-15	2016 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	2,123,052	5,147,665	0	Debenture Financing \$1,301,226;	Y
	2016	2015	EN	EN-1921-15	2016 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	2,625,992	7,773,657	0	Debenture Financing \$875,331;	Y
	2016	2016	EN	EN-1976-16	2017 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	258,200	8,031,857	0	Debenture Financing \$195,000;	Y
	2016	2016	EN	EN-1977-16	2017 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	119,305	8,151,162	0	Debenture Financing \$27,985;	Y
	2016	2013	PW	PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement	206,000	8,357,162	0		Y
2016 Forecast Line											
	2017	2016	EN	EN-1976-16	2017 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	3,338,815	3,338,815	0	Debenture Financing \$4,425,872;	Y
	2017	2016	EN	EN-1977-16	2017 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	1,344,566	4,683,381	0	Debenture Financing \$315,392;	Y
	2017	2013	PW	PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement	206,000	4,889,381	0		Y
2017 Forecast Line											



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By Funding Source - Sewer Reserve

Rank	Budget Year	Year Identified	Dept	Number	Project Title	Project Type	Amount	Cumm. Total	Operating Budget Impact	Co-Funding	TCA
	2014	2014	EN	EN-1998-14	Watermain and Sanitary Installation in the Millwood Estates Community	New Infrastructure	280,000	280,000	0	Water Reserve \$150,000;	Y
2014 Budget Line											