

**2015 PROPOSED WATER AND WASTEWATER/STORMWATER OPERATING BUDGETS
AND SERVICE FEES****Recommendation**

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

- 1) That the presentation "2015 Proposed Water and Wastewater/Storm Operating Budgets" be received;
- 2) That the 2015 Proposed Water Budget and the 2015 Proposed Wastewater/Stormwater Budget, including the impact of excluding non-cash expenses as required by Ontario Regulation 284/09, be approved;
- 3) That the following consumption rates and service fees for Water and Wastewater/Stormwater be approved and that Schedule "A" of By-Laws 167-73 and 12-74 be amended to reflect the 2015 Proposed Water and Wastewater/Stormwater budgets, as follows:
 - (a) The City's water rate be increased from \$1.4075 to \$1.4780 per cubic meter effective April 1, 2015; and
 - (b) The City's wastewater/storm rate be increased from \$1.6781 to \$1.9130 per cubic meter effective April 1, 2015; and
 - (c) The service fees for Water and Wastewater/Stormwater, shown in attachment #7 to this report, be adopted and included in schedule "A" of the Water and Wastewater bylaws 167-73 and 12-74.

Contribution to Sustainability

Safe drinking water, effective wastewater collection and stormwater management are cornerstones of a sustainable and healthy community.

The 2015 water and wastewater/stormwater budgets and rates provide funds to support the City's water, wastewater and stormwater systems by moving towards financial sustainability in accordance with the Safe Drinking Water Act and the Sustainable Water and Sewage Systems Act.

Continued infrastructure renewal investment is critical to ensure water and wastewater systems are sustainable in the future. This objective is supported by continuing to build City reserves.

Economic Impact

The City's 2015 water and wastewater combined rate will be the lowest in the Region of York.

For 2015, the combined rate increase for Water and Wastewater/Stormwater is \$0.3053 per cubic meter or 9.9%. This results in a new rate of \$3.391 per cubic meter. The Region's share of the rate is 64.2% versus 35.8% for the City.

Combined Rate Increase		
	% of Rate	% Increase
Region	64.2%	6.4%
City	35.8%	3.5%
Total	100%	9.9%

For 2015, the City's share of the combined water/wastewater rate increase is 3.54% (or 35.8%) and the Region of York's share for water purchases and wastewater services is 6.35% (or 64.2%) resulting in a combined rate increase of 9.90%. Based on the rate increase for water and wastewater the impact to the ratepayer that consumes 300 cubic metres will be approximately \$91.59 or \$7.63 per month.

The budgeted rates will generate a net contribution of \$12.8 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) and Sustainable Water and Sewage Systems Act.

Communications Plan

Working in collaboration with the Corporate Communications department, there were several communications channels used to inform and engage the public throughout the budget process. A number of tactics were employed to reach that goal including hard-copy promotional materials, social media content and enhanced website content. Flyers and posters highlighting the budget meetings were distributed to City facilities to ensure residents were aware of the opportunities to provide input. Public meeting times were also promoted on the front of the interim tax bill insert, which was mailed to every homeowner in February.

Information also was shared through the City's corporate and Councillor eNewsletters, and the blog. This was complemented by website updates, messages on the City's Synthia phone system, graphic slides on Vaughan TV and messages to staff.

Post Budget Approval Communication

Following approval of a budget, the City will communicate budget highlights by employing a variety of tactics, including a media release, website content, social media messages, a blog, an eNewsletter post and an internal message to staff. 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

The purpose of this report is to provide and present the 2015 Water and Wastewater/Stormwater Operating Budgets, The 2016 – 2018 Plan and the corresponding water and wastewater billing rates to the Finance, Administration and Audit Committee for consideration.

Background – Analysis and Options

Water, Wastewater and Stormwater are regulated services and must meet legislated requirements of the Safe Drinking Water Act and the Sustainable Water and Sewage Systems Act.

The Safe Drinking Water 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. The Act's purpose is to protect human health through the control and regulation of drinking water systems and drinking water testing.

It should be noted that the City currently has a strong balance sheet and has a financially viable and sustainable drinking water financial plan that meets the needs of Ontario regulation 453/07 as noted in the "Six Year Water Financial Plan (2014-2019)" presented to Council on December 2, 2013.

The Sustainable Water and Sewage Systems Act

The Sustainable Water and Sewage Systems Act legislates municipalities to assess the costs of providing water and sewage utilities and prepare a method to finance the full cost of providing these services

From a financial planning perspective the city must plan and budget for three separate time horizons, upcoming budget year, six year financial plan and a long term (multi-decade) plan

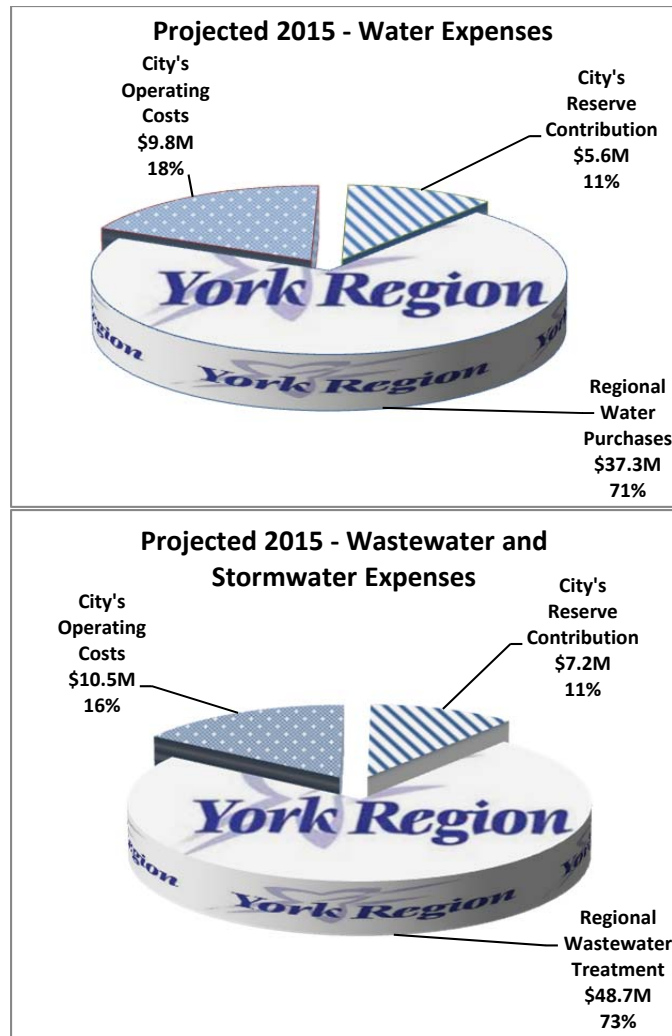
The upcoming budget year plan must cover the Region's water and wastewater service purchases, the City's operational costs and contributions to reserves. The six year financial plan is regulated by legislation and considers future operating and capital programs. The long term plan must also consider long term financial needs with respect to repairing and replacing infrastructure.

Financial planning consists of identifying expenses, revenue and generating water and wastewater/stormwater rate.

The 2015 budget was developed by identifying expenses (Region purchases, City operating costs and contributions to reserves), examining revenue (through the analysis of water consumption patterns and projected revenue associated with the sales) and rate generation. This report follows this format.

Water, Wastewater/Stormwater Cost Impacts

The following graphs depict the three major cost components that are explained below: the purchased cost of water from the Region, the City's operating costs and contribution to repair and replace the water and wastewater/stormwater systems.



The purchase of potable water, and wastewater services from the Region represents, by far, the largest budget expense.

Water

The City purchases bulk water from the Region for distribution to the City's residents and businesses. These bulk water purchase costs represent approximately 71% of the City's costs annually and therefore are a critical rate driver. The 2015 rate increase for water provided by the Region is 7.45%. The anticipated annual increase in the Region's bulk water costs for the period of 2016 to 2018 is 9% annually. The Region's forecasted rate has been incorporated into the City's forecasted rate.

Included in the bulk water purchased from the Region is the unmetered (non-revenue) water consumption. The 2015 budget for unmetered water is at 13% maintaining the same level as in the past few years. The non-revenue water (NRW) can be broken down as: apparent losses – customer meter degradation, real losses – leakage on mains, service connections, unbilled consumption – fire suppression, main flushing and maintenance, etc. To attempt to 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 underground infrastructure.

Wastewater

The City pays the Region to convey and treat the City's Wastewater. These conveyance and treatment costs represent approximately 73% of the City's costs annually and therefore are a critical rate driver. The 2015 rate increase for wastewater provided by the Region is 12%. The anticipated annual increase in the Region's wastewater service costs for the period of 2016 to 2018 is 9% annually. The Region's forecasted rate has been incorporated into the City's forecasted rate.

The City's cost for these Regional services will be subject to further adjustments arising from the Region's 2015 rate review.

The Region of York has advised the City of Vaughan that it will be conducting a rate review which will determine rates for future years. Pending the results of this rate review, the Region has supplied the City with a flat rate of 9% for both water and wastewater rates to be used in the City's forecast. The results of this study will have a substantial impact on the City's future rates and the forecasted rates in the budget are subject to change.

Taking into account the significant impact that the studies noted above will have on future rates, staff may not be able to fully assess the impacts and develop a strategy forward until at least 2016. Since the results of the studies above are not yet known, the budgets have been built based on current information.

Budget Overview - Water & Wastewater/Stormwater Combined

<u>\$000's</u>	<u>2015 Draft Budget</u>	<u>2014 Budget</u>	<u>Impact of 2014 Council Decisions</u>	<u>Increase Over 2014</u>
Region Costs	86,040	81,309		4,731
City Expenses (Net)	18,247	16,432	745 *	1,070 **
Reserve	12,807	11,776		1,031
Rate Requirement	\$ 117,094	\$ 109,517	\$ 745	\$ 6,832
Impact of 2014 Council Decisions *				
	Organization Re-allocations		\$ 350	
	2014 Gapping		188	
	COLA		207	
				\$ 745
2015 Additions **				
	ARR - new 2015		\$ 248	
	Contractor Maintenance		675	
	Other Items		147	
				1,070
	City Expenses (Net)			\$ 1,815

Water

As mentioned previously, the Safe Drinking Water Act requires all municipalities to develop a consolidated six year financial plan which is sustainable and financially viable. The City of Vaughan ensures that we meet this obligation with each budget cycle. As more infrastructure is assumed water operating costs increase. Also, inflationary increases from existing operational contracts and agreements are factored into the budget. Increases in maintenance, administration, additional staffing resources and other expenditures reflect inflation, union agreements and changes in operational requirements. One ARR has been added to the 2015 budget: Supervisor, Water Operations will provide direction and leadership ensuring effective management of field staff and contractors.

Wastewater/Stormwater

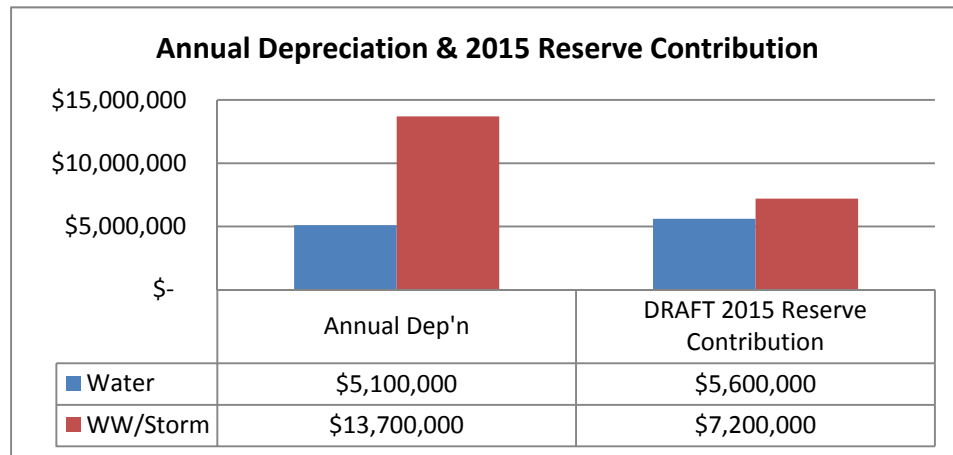
The Wastewater/Stormwater budget is also governed by legislature – the Sustainable Water and Sewage Systems Act. The City of Vaughan is devising a method to finance the full cost of providing wastewater/stormwater services by emulating the Water six year plan.

As with water, inflationary increases from contracts and agreements, maintenance and administration were also factored into the budget. A new inspection program for storm and sanitary sewer pipes will provide condition data for asset management purposes and reduce risk. One ARR has been added to 2015: Supervisor, Wastewater/Stormwater Operations will provide direction and leadership ensuring effective management of field staff and contractors

Prudent financial planning requires ongoing contribution to Water and Wastewater Reserves to fund repair and replacement of the water and wastewater infrastructure

Using annual depreciation as a basis for reserve funding is a best practice according to the National Guide to Sustainable Municipal Infrastructure. "It is best practice to use the funds generated from depreciation charges on infrastructure investments to finance past, current or future infrastructure investments."¹

The following table illustrates annual depreciation of water and wastewater assets.



Water

The City of Vaughan has invested \$420 million (replacement value, Corporate Asset Management Strategy, 2014) into its water infrastructure. The water infrastructure is depreciating by \$5.1 million per year. To cover the annual depreciation, the City needs to continue to contribute at least \$5.1 million to the water reserves. The 2015 budget contributes \$5.6 million to the reserves in 2015. This will not only cover the annual depreciation but start to address future capital needs.

To meet the requirements of the Safe Drinking Water Act, the forecasted six year financial plan has also been addressed through the forecasted 2016 to 2018 water rates (four year plan, as required by the 2015 budget process). The forecasted 2016 to 2018 contribution increase rate of approximately 7.5% annually will provide \$6.1 million, \$7.2 million and \$8.2 million, respectively to the reserves

¹ Water and Sewer Rates: Full Cost Recovery, National Guide to Sustainable Municipal Infrastructure

Wastewater

The City of Vaughan has invested \$553 million (replacement value, Corporate Asset Management Strategy, 2014) into its wastewater infrastructure. The wastewater infrastructure is depreciating by \$13.7 million per year. To cover the annual depreciation, the City needs to contribute at least \$13.7 million to the wastewater reserves. The 2015 budget contribute \$7.2 million to the reserves in 2015. This will not cover the annual depreciation for 2015, however the 2016 to 2018 forecast will start to meet annual depreciation of wastewater assets.

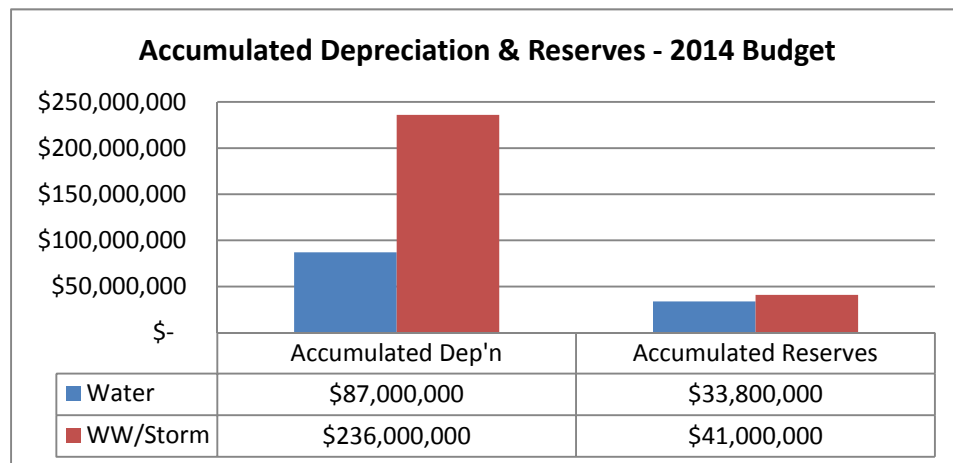
To meet the requirements of the Sustainable Water and Sewage Systems Act, the forecasted six year financial plan has also been addressed through the forecasted 2016 to 2018 wastewater rates (four year plan, as required by the 2015 budget process). The forecasted 2016 to 2018 rates of approximately 12% annually will provide \$11 million, \$15.7 million and \$20.8 million, respectively to the reserves. The wastewater rate will meet annual depreciation costs in 2017 and start to build the reserve to meet future wastewater infrastructure needs.

In summary, the planned 2015 water reserve contribution will exceed annual water depreciation value. The wastewater reserve contribution will not meet this in 2015, however, the projected contribution rate increases will ensure annual wastewater depreciation is exceeded by 2017. Exceeding the annual depreciation charges is vital to ensuring the City meets its long term financial requirements and recover past contributions which should have occurred.

Long term financial planning requires that the City address accumulated depreciation and asset management requirements

The following table illustrates the City's water and wastewater assets accumulated depreciation and the reserves which are used to replace future water and wastewater infrastructure needs. Accumulated depreciation is the total depreciation of the City's assets since they were built. Another aspect of prudent financial planning is to save enough money in the City's reserves to cover the value of the accumulated depreciation.

The following table clearly depicts a reserve deficit for both water and wastewater infrastructure.

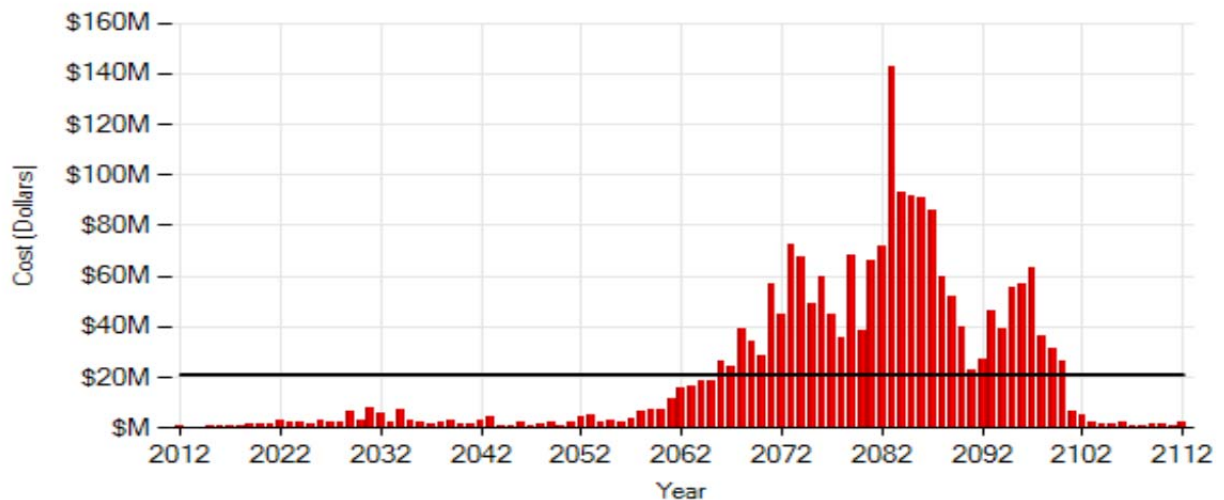


Contributing at a rate which will cover the City's accumulated depreciation will also move the City towards meeting long term asset management requirements

Water

The Corporate Asset Management Strategy (2014) identified water infrastructure needs starting in 2030, with approximately \$10 million identified, with significant water infrastructure needs identified in the 2070's and 2080's at approximately \$70 million and \$140 million, respectively as shown in the graph below:

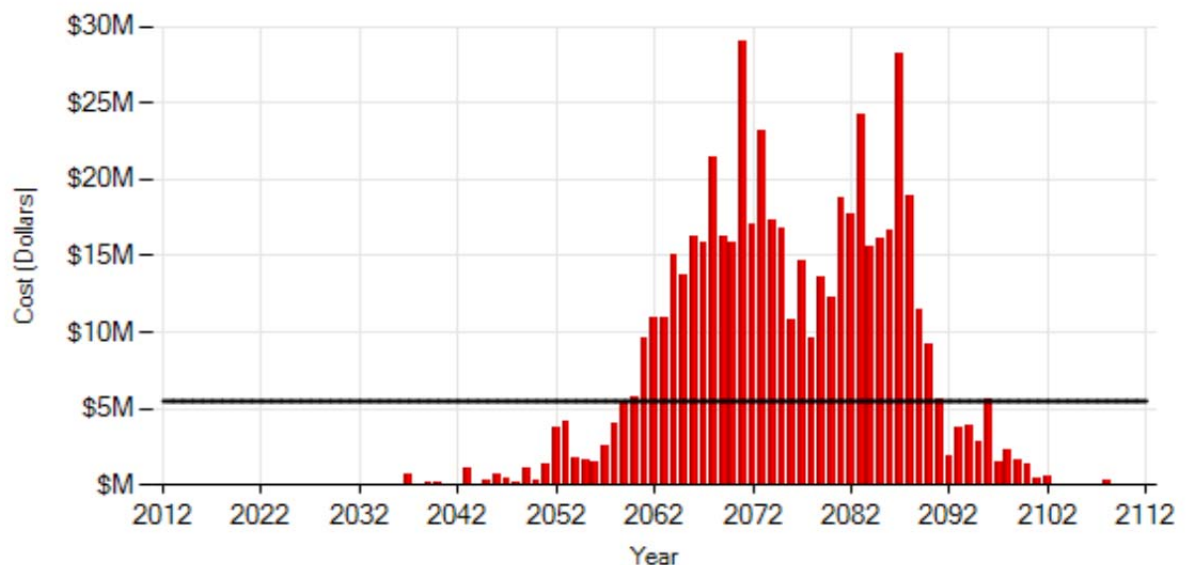
Future Investment, Water Services, (2012\$)



Wastewater/Stormwater

The Corporate Asset Management Strategy (2014) identified wastewater infrastructure needs starting in 2060, with approximately \$5 million identified, with significant wastewater infrastructure needs identified in the 2070's and 2080's at approximately \$29 million and \$28 million, respectively as shown in the graph below:

Future Investment, Wastewater Services, (2012\$)



The city is continuing to update its asset data and will be formulating an integrated asset management funding strategy and the water and wastewater/stormwater plans will be refined accordingly. Stormwater data will be incorporated in the current infrastructure funding study.

At the projected reserve contribution rates the City's long-term financial needs would be fully addressed in a 30 to 50 year horizon. City staff continues to study alternate reserve and investment scenarios, and new revenue/funding opportunities and these will be the subject of future reports to Council.

Water and Wastewater/Stormwater Revenue

The City covers all costs of delivering water and wastewater services through rates

Water

The cost of delivering water services is fully recovered through billing from metered water users. For budgeting purposes, the total cost of delivering water services is divided by the projected number of cubic metres of water sold to the City's account holders and billed on a projected water usage basis.

Wastewater/Stormwater

The cost of delivering wastewater/stormwater services is also fully recovered through billing from metered water users. For budgeting purposes, the total cost of delivering wastewater/stormwater services is divided by the projected number of cubic metres of water sold to the City's account holders and billed.

The calculation of the wastewater rate based on water usage is a common practice in the industry.

The 2015 consumption volume is conservatively estimated and is developed based on current consumption patterns, annual growth estimates and does not reflect any weather predictions.

The volume of wastewater is not metered and therefore the wastewater consumption volume is billed in accordance with water volumes.

Decreasing consumption and changing weather patterns will cause water and wastewater rates to increase

The City of Vaughan is experiencing a downward trend in consumption per account due to conservation efforts and changing weather. Lower consumption per account will put upward pressure on rates in order to cover fixed costs and annual depreciation charges in order to contribute adequately to reserve funding.

AVERAGE 2013-2014	% New Accounts	Consumption Per Account
WATER		
Residential	1.10%	-5.13%
Commercial	1.40%	-3.13%
WASTEWATER		
Residential	1.15%	-5.09%
Commercial	1.56%	-4.38%

Generally speaking, infrastructure needs will not decrease with lower per account consumption. Thus, users will pay more for water and wastewater services, although they are using less water.

2015 Water and Wastewater Rates

Rates are set to meet Region of York purchases legislative requirements, operational needs and reserve contributions. The 2015 budget and 2016 to 2018 forecast focusses on meeting these requirements and building reserves

As discussed previously, the water rates are sufficient to meet the requirements of the Safe Drinking Water Act, which includes contribution to reserves.

The wastewater rates will be required to contribute significantly to reserves as there is a large deficit in wastewater reserves

The 2015 rates will result in an annual residential impact of \$ 91.59 per year based on an annual consumption of 300 cubic metres

Based on the rate increase for water and wastewater the impact to the ratepayer who consumes 300 cubic metres will be approximately \$91.59 or \$7.63 per month.

The 2015 recommended rates are:

- Water - \$1.4780 per cubic meter
- Wastewater - \$1.9130 per cubic meter
- Combined - \$3.3910 per cubic meter

Residential customers will see a combined increase of \$0.3053 per cubic meter or \$91.59 per annum based on an annual consumption of 300 cubic metres. The City's consumption rates continue to be competitive as demonstrated on Attachment No. 3.

Relationship to Vaughan Vision 2020

The 2015 water and wastewater/stormwater budget and 2016 – 2018 forecast establishes the budget and resources required to maintain service levels and undertake Council priorities in this area. The budget will promote community safety, health and wellness, managing corporate assets and ensure financial sustainability.

Regional Implications

There are no implications however, the Regional purchases for 2015 represents 74% of the City's combined costs.

The Region of York is undertaking a rate study in 2015 which will have impact on the City of Vaughan's forecasted 2016-2018 rate projections.

The Region rates come into effect on April 1 and it would be prudent for the City of Vaughan rates to align with this timing to ensure we can recover the increases associated with York Region.

Conclusion

The combined rate increase at 9.9% covers a 10% rate increase from the Region of York, which accounts for 74% of the City's expenses. These rate increases are necessary to ensure that sufficient reserves will be available for future infrastructure replacement.

The 2015 water/wastewater/stormwater budgets will generate funds to support operations and move towards full cost recovery thereby meeting the Safe Drinking Water Act and Sustainable Water and Sewage System requirements.

Based on the rate increase for water and wastewater the impact to the ratepayer that consumes 300 cubic metres will be approximately \$91.59 or \$7.63 per month.

It is therefore recommended that the City's water rate be increased to \$1.4780 per cubic meter and that the wastewater rate be increased to \$1.9130 per cubic meter both effective April 2015.

Attachments

1. 2015 Proposed Operating Water and Wastewater/Stormwater Budgets
2. The 2015 Water and Wastewater/Stormwater ARR Staffing Requests
3. 2015 Water and Wastewater Municipal Rate Comparison
4. Water, Wastewater & Stormwater 2015 Business Plan
5. 2016-2018 Plan
6. Approved 2015 Capital Budgets and 2016-2018 Capital Plans
7. 2015 Proposed Operating Budget Water and Wastewater Charge Amendments

Report prepared by:

Dean Ferraro CPA, CA
Director of Financial Services & Deputy Treasurer, Ext. 8272

Jennifer Rose
Director of Environmental Services, Ext. 6116

Carey Greenidge, CMA,
Finance Manager, Ext. 8486

Respectfully submitted,

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

Paul Jankowski, P. Eng.
Commissioner of Public Works

Jennifer Rose,
Director of Environmental Services

Dean Ferraro, CPA, CA
Director of Financial Services & Deputy Treasurer

The Corporation of the City of Vaughan
2015 Proposed Operating Budget
Wastewater Reserve Fund

Description	2015 Draft Budget	% of Sales	2014 Budget	% of Sales
Wastewater Revenues				
Residential Billings	38,606,530		36,211,940	
Commercial Billings	26,714,220		22,502,440	
Other	171,000		0	
	\$65,491,750		\$58,714,380	
Wastewater Expenses				
Regional Treatment Charges	\$48,704,975		\$45,230,670	
GROSS MARGIN	\$16,786,775	25.6%	\$13,483,710	23.0%
Other Revenues				
Local Improvements	240,500		233,780	
Sundry	3,800		3,000	
Installation and Service Fees	161,000		161,000	
Interest	550,000		514,430	
	\$955,300	1.5%	\$912,210	1.6%
Expenses				
Maintenance and Installation Cost	3,993,741		3,773,935	
General Administration	1,385,217		664,910	
Storm Sewer Maintenance	3,507,308		1,772,615	
Joint Service Costs	697,118		506,570	
Debenture Payments	219,927		222,895	
Administration Overhead	383,993		1,100,745	
Insurance Allocation	351,909		325,985	
	\$10,539,213	16.1%	\$8,367,655	14.3%
LIFECYCLE CONTRIBUTION - RESERVE	\$7,202,862	11.0%	\$6,028,265	10.3%

Statement of Continuity - Wastewater Reserve

Description	2015 Draft Budget	2014 Budget
Reserve Balance - Beginning - Actual	\$41,014,075	\$35,265,810
Reserve contribution from Wastewater Operations	7,202,862	6,028,265
Capital Fund Transfer - Year End Actual		
- Yearly Budget	(792,070)	(280,000)
- Committed		
Revenue Fund Transfer - Yearly Budget		
Reserve Balance - Ending - Committed / Actual	\$47,424,867	\$41,014,075

The Corporation of the City of Vaughan
2015 Proposed Operating Budget
Water Reserve Fund

	2015 Draft Budget	% of Sales	2014 Budget	% of Sales
Water Revenues				
Residential Billings	30,871,725		31,387,680	
Commercial Billings	20,504,350		19,079,840	
Other	226,425		335,540	
	\$51,602,500		\$50,803,060	
Water Purchases				
Metered Water Purchases	32,481,717		31,378,540	
Non-Revenue Water	4,853,590	13.0%	4,700,000	13.0%
	\$37,335,307		\$36,078,540	
GROSS MARGIN	\$14,267,193	27.6%	\$14,724,520	29.0%
Other Revenues				
Installation and Service Fees	606,120		576,250	
Interest	500,000		440,000	
	\$1,106,120	2.1%	\$1,016,250	2.0%
Expenses				
Maintenance and Installation Cost	5,929,985		5,007,935	
General Administration	2,233,459		2,057,865	
Joint Service Costs	593,842		759,855	
Debenture Payments	213,845		214,550	
Administration Overhead	486,460		1,651,120	
Insurance Allocation	312,070		300,915	
	\$9,769,661	18.9%	\$9,992,240	19.7%
LIFECYCLE CONTRIBUTION - RESERVE	\$5,603,652	10.9%	\$5,748,530	11.3%

Statement of Continuity - Water Reserve

Description	2015 Draft Budget	2014 Budget
Reserve Balance - Beginning - Actual	\$33,845,544	\$32,255,064
Reserve contribution from Water Operations	5,603,652	5,748,530
Capital Fund Transfer - Year End Actual		
- Yearly Budget	(7,606,667)	(4,158,050)
- Committed		
Revenue Fund Transfer - Yearly Budget		
Reserve Balance - Ending - Committed / Actual	\$31,842,529	\$33,845,544

CITY OF VAUGHAN
2015 Water/Wastewater/Storm Operating Budget
New Complement Summary

Department	Position Description	Status	Full Comp.	ANNUAL					2015 Budget Impact	
				Salary	Benefits	Other	Offsetting Reductions	Budget Impact	\$	FTE
Environmental Services (Water)	Supervisor Water - Staff to provide direction and leadership to the Water Division in Environmental Services Department	Full Time	1.0	93,706	25,582	4,600	-	123,888	123,888	1.00
Environmental Services (Wastewater)	Supervisor Wastewater - Staff to provide direction and leadership to the Wastewater Division in Environmental Services Department	Full Time	1.0	93,706	25,582	4,600	-	123,888	123,888	1.00
TOTAL			2.0	187,412	51,164	\$9,200	\$0	247,776	247,777	2.00

**CITY OF VAUGHAN
2015-2018 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Title Supervisor, Water

Business Unit # 2340001 Commission of Public Works

Environmental Services (Water)

Related Program

Program Classification

Annual Budget Change Summary

Financial Components	2015	2016	2017	2018	2015-2018 Sub-total	2019 (One Time. Adj.)	2015-2019 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	119,288	-	-	-	119,288	-	119,288
Other continuous costs	2,600	-	-	-	2,600	-	2,600
One-time expenses	2,000	(2,000)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 123,888	\$ (2,000)	\$ -	\$ -	\$ 121,888	\$ -	\$ 121,888
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

This Supervisor position is requested to provide direction and leadership to the Water Division in Environmental Services Department. This position will provide equity of span of control and ensure effective management oversight of field staff. This position was recognized as required by an ICI study into the organizational consideration of the former Environmental Technical Services division.

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?
Capital Delivery and Asset Management	Provide operational and condition assessment data to support asset management	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Development Engineering and Infrastructure	Provide operational comments on servicing studies for future development	<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

The work expected from the Supervisor will be shared between two supervisors allowing for more time for operational planning and consultation with other departments

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	Supervisor, 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)
		Continue to implement Operational/Business reviews for program areas	4	Q4/15	Low	Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:						
This position allows for a high performing organization and effective leadership by ensuring management staff can include operational and strategic planning, as well as, responding to daily activities.						
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 w/ ARR	
1)						
2)						
3)						
Describe how this request relates to Departmental Business Plan:						
This position will support the Water Business Plan by allowing management staff to identify and implement business effective solutions.						
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 User Satisfaction		Secondary		Improve Staff Morale
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.)?						
An additional supervisor role will provide timely responses to citizen and business inquiries by sharing the work load. Increase staff oversight will improve staff morale as more time can be spent on individual coaching and professional development of staff.						
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)?
2015	Time/Capacity			Increased time spent on contract management will ensure better contractor oversight leading to more contractor accountability		No
5) Alternatives						
Are there alternatives or options? Please explain what they are and why they are not the primary approach.						
Alternative would be to keep the status quo which has proven to not be effective as currently one Supervisor must provide guidance, coaching and oversight to 18 field staff and multiple operational contractors.						

Request Title	Supervisor, Water
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)	
<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%; margin-top: 5px;">no</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%; margin-top: 5px;">no</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="flex: 1; border: 1px solid black; height: 20px; margin-top: 10px;"></div> </div>	
<p>4) Current status of compliance:</p> <div style="border: 1px solid black; height: 15px; width: 100%; 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: 15px; 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: 15px; width: 100%; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">\$0</div> <div style="position: absolute; left: 25%; top: -5px;">\$10,000</div> <div style="position: absolute; left: 50%; top: -5px;">\$100,000</div> <div style="position: absolute; left: 75%; 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 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: 15px; 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>Health and Safety Magnitude</p> <div style="border: 1px solid black; height: 15px; 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> </div> <div style="width: 50%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; min-height: 150px;"> <p><i>Please describe the type and nature of risk</i></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; height: 50px; width: 100%; margin-top: 5px;"> <p>ICI report cited more than double the number of workorders from 2011 to 2012, span of control in unsustainable</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>The Wastewater/Stormwater Division delivers services through the use of contractors. The current Supervisor oversees 30 contractors and 17 staff. To ensure proper contractor and staff oversight, it is essential that more management staff be put in place</p>	

Request Title	Supervisor, Water			
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	2015			
Position title	Supervisor, Water			
Estimated start date	Q1/15			
# of positions requested	1.00	-	-	1.00
Full-time equivalents (FTEs)	1.00	-	-	1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2340001			
Grade level	8			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	No			
ITM Hardware required?	Yes			
Capital Equipment Required?	Yes			
Complement Annual Cost Detail				
Annual full-time \$	93,706			93,706
Annual part-time \$	-	-	-	-
Annual shift premiums, etc.	-	-	-	-
Annual overtime \$	-	-	-	-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	25,582	-	-	25,582
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal (Per Employee)	\$ 119,288	\$ -	\$ -	\$ 119,288
Subtotal (Per Position)	\$ 119,288	\$ -	\$ -	\$ 119,288
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	1,000	-	1,000
3) Cellular Line Charges	2340001.7122.01	1,000	-	1,000
4) Mileage	2340001.7100	500	-	500
Subtotal (Per Employee)	\$ 2,600	\$ -	\$ -	\$ 2,600
Subtotal (Per Position)	\$ 2,600	\$ -	\$ -	\$ 2,600
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	2340001.7211.01	1,000	-	1,000
2) Office Equip. & Furnitu	2340001.7210	1,000	-	1,000
3) Training & Developme	2340001.7115	-	-	-
4)	#N/A	-	-	-
Subtotal (Per Employee)	2,000	-	-	2,000
Subtotal (Per Position)	\$ 2,000	\$ -	\$ -	\$ 2,000
2015 Total Annual Costs	\$ 123,888	\$ -	\$ -	\$ 123,888
2016 Total Annual Costs	\$ -	\$ -	\$ -	\$ -
2017 Total Annual Costs	\$ -	\$ -	\$ -	\$ -
2018 Total Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments: Space is available at the JOC for this person, and no additional office equipment is required.				

Request Title		Supervisor, Water							
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. #	2015	2016	2017	2018	Total
1					\$ -	\$ -			\$ -
2					\$ -	\$ -			\$ -
3					\$ -	\$ -			\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail									
Component			BU Acct. #	2015	2016	2017	2018	2019	
				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)		93,706	-	-	-		
2	* Benefits	(From sect. 7)		25,582	-	-	-		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)		2,600	-	-	-		
4				-	-				
5				-	-				
6				-	-				
7				-	-				
Subtotal				121,888	-	-	-		
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)									
1	* Complement sch. Expenses (calculated field)	(From sect. 7)		2,000	-	-	-		-
2				-	-				-
3				-	-				-
Subtotal				2,000	-	-	-		-
OFFSETS - cost savings, reductions, etc.									
1	Unknown until review completed.			-	-				
2				-	-				
3				-	-				
Subtotal				-	-	-	-		
TOTAL OPERATING BUDGET CHANGE				123,888	-	-	-		-
COMPLEMENTS & FTE's				2015	2016	2017	2018	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
2015-2018 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Title	Supervisor, Wastewater/Stormwater
Business Unit #	2350001
	Commission of Public Works
	Environmental Services (Wastewater)
Related Program	
Program Classification	

Annual Budget Change Summary

Financial Components	2015	2016	2017	2018	2015-2018 Sub-total	2019 (One Time. Adj.)	2015-2019 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	119,288	-	-	-	119,288	-	119,288
Other continuous costs	2,600	-	-	-	2,600	-	2,600
One-time expenses	2,000	(2,000)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 123,888	\$ (2,000)	\$ -	\$ -	\$ 121,888	\$ -	\$ 121,888
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

This Supervisor position is requested to provide direction and leadership to the Wastewater/Stormwater Division in Environmental Services Department. This position will provide equity of span of control and ensure effective management oversight of field staff. This position was recognized as required by an ICI study into the organizational consideration of the former Environmental Technical Services division.

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?
Capital Delivery and Asset Management	Provide operational and condition assessment data to support asset management	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Development Engineering and Infrastructure	Provide operational comments on servicing studies for future development	<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

The work expected from the Supervisor will be shared between two supervisors allowing for more time for operational planning and consultation with other departments

COMMISSIONER APPROVAL: _____ **Date:** _____

**Budget Staff
Use Only**

☐ 1st Submission
☐ Previously Recognized

Submitted for year:

Recognized for year:

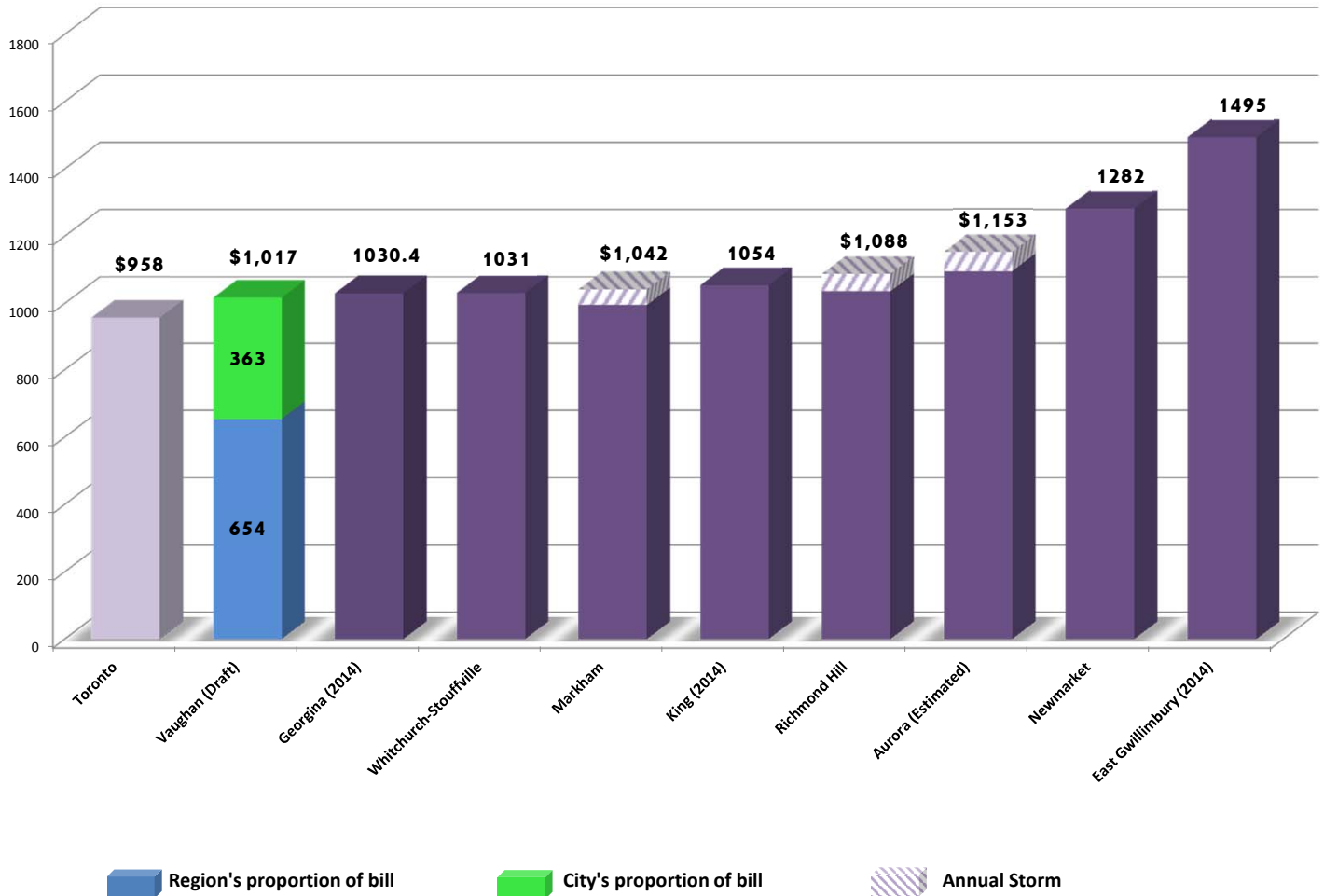
Request Title	Supervisor, Wastewater/Stormwater					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives						
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from 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)
		Continue to implement Operational/Business reviews for program areas	4	Q4/15	Low	Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:						
This position allows for a high performing organization and effective leadership by ensuring management staff can include operational and strategic planning, as well as, responding to daily activities.						
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 w/ ARR	
1)						
2)						
3)						
Describe how this request relates to Departmental Business Plan:						
This position will support the Wastewater Business Plan by allowing management staff to identify and implement business effective solutions.						
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="Improve User Satisfaction"/> Secondary <input type="text" value="Improve Staff Morale"/>						
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.)?						
An additional supervisor role will provide timely responses to citizen and business inquiries by sharing the work load. Increase staff oversight will improve staff morale as more time can be spent on individual coaching and professional development of staff.						
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)?
2015	Time/Capacity			Increased time spent on contract management will ensure better contractor oversight leading to more contractor accountability.		No
5) Alternatives						
Are there alternatives or options? Please explain what they are and why they are not the primary approach.						
Alternative would be to keep the status quo which has proven to not be effective as currently one Supervisor must provide guidance, coaching and oversight to 18 field staff and multiple operational contractors.						

Request Title	Supervisor, Wastewater/Stormwater
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)	
<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> <div style="display: flex; justify-content: space-between;"> <div> <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;"></div> </div>	
<p>4) Current status of compliance:</p> <div style="border: 1px solid black; width: 450px; height: 20px;"></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: 10px; top: -5px;">←</div> <div style="position: absolute; right: 10px; top: -5px;">→</div> <div style="position: absolute; left: 10px; top: 0; width: 100%; height: 100%; background: linear-gradient(to right, #ccc 49%, #000 49%, #000 51%, #ccc 51%);"></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; width: 100%; position: relative;"> <div style="position: absolute; left: 10px; top: -5px;">←</div> <div style="position: absolute; right: 10px; top: -5px;">→</div> <div style="position: absolute; left: 10px; top: 0; width: 100%; height: 100%; background: linear-gradient(to right, #ccc 10%, #000 10%, #000 90%, #ccc 90%);"></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; justify-content: space-around; font-size: small;"> <input 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; width: 100%; position: relative;"> <div style="position: absolute; left: 10px; top: -5px;">←</div> <div style="position: absolute; right: 10px; top: -5px;">→</div> <div style="position: absolute; left: 10px; top: 0; width: 100%; height: 100%; background: linear-gradient(to right, #ccc 49%, #000 49%, #000 51%, #ccc 51%);"></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; width: 100%; position: relative;"> <div style="position: absolute; left: 10px; top: -5px;">←</div> <div style="position: absolute; right: 10px; top: -5px;">→</div> <div style="position: absolute; left: 10px; top: 0; width: 100%; height: 100%; background: linear-gradient(to right, #ccc 10%, #000 10%, #000 90%, #ccc 90%);"></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; height: 150px; width: 100%;"></div> <p style="font-size: x-small; margin-top: 5px;">Please describe the type and nature of risk</p> </div> </div>	
<p>Internal Operational Requirements</p> <div style="display: flex; justify-content: space-between;"> <div> <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 </div> </div> <p>Comments</p> <div style="border: 1px solid black; height: 50px; width: 100%;"></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>The Wastewater/Stormwater Division delivers services through the use of contractors. The current Supervisor oversees 41 contractors and 18 staff. To ensure proper contractor and staff oversight, it is essential that more management staff be put in place</p>	

Request Title	Supervisor, Wastewater/Stormwater			
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	2015			
Position title	Supervisor, Wastewater			
Estimated start date	Q1/15			
# of positions requested	1.00	-	-	1.00
Full-time equivalents (FTEs)	1.00	-	-	1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2350001			
Grade level	8			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	No			
ITM Hardware required?	Yes			
Capital Equipment Required?	Yes			
Complement Annual Cost Detail				
Annual full-time \$	93,706			93,706
Annual part-time \$	-	-	-	-
Annual shift premiums, etc.	-	-	-	-
Annual overtime \$	-	-	-	-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	25,582	-	-	25,582
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal (Per Employee)	\$ 119,288	\$ -	\$ -	\$ 119,288
Subtotal (Per Position)	\$ 119,288	\$ -	\$ -	\$ 119,288
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	1,000	-	1,000
3) Cellular Line Charges	2350001.7122.01	1,000	-	1,000
4) Mileage	2350001.7100	500	-	500
Subtotal (Per Employee)	\$ 2,600	\$ -	\$ -	\$ 2,600
Subtotal (Per Position)	\$ 2,600	\$ -	\$ -	\$ 2,600
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	1,000	-	1,000
2) Office Equip. & Furnitu	2350001.7210	1,000	-	1,000
3) Training & Developme	2350001.7115	-	-	-
4)	#N/A	-	-	-
Subtotal (Per Employee)	2,000	-	-	2,000
Subtotal (Per Position)	\$ 2,000	\$ -	\$ -	\$ 2,000
2015 Total Annual Costs	\$ 123,888	\$ -	\$ -	\$ 123,888
2016 Total Annual Costs	\$ -	\$ -	\$ -	\$ -
2017 Total Annual Costs	\$ -	\$ -	\$ -	\$ -
2018 Total Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments: Space is available at the JOC for this person, and no additional office equipment is required.				

Request Title		Supervisor, Wastewater/Stormwater							
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. #	2015	2016	2017	2018	Total
1					\$ -	\$ -			\$ -
2					\$ -	\$ -			\$ -
3					\$ -	\$ -			\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail									
Component			BU Acct. #	2015	2016	2017	2018	2019	
								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)		93,706	-	-	-		
2	* Benefits	(From sect. 7)		25,582	-	-	-		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)		2,600	-	-	-		
4				-	-				
5				-	-				
6				-	-				
7				-	-				
Subtotal				121,888	-	-	-		
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)									
1	* Complement sch. Expenses (calculated field)	(From sect. 7)		2,000	-	-	-		-
2				-	-				-
3				-	-				-
Subtotal				2,000	-	-	-		-
OFFSETS - cost savings, reductions, etc.									
1	Unknown until review completed.			-	-				
2				-	-				
3				-	-				
Subtotal				-	-	-	-		
TOTAL OPERATING BUDGET CHANGE				123,888	-	-	-		-
COMPLEMENTS & FTE's				2015	2016	2017	2018	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	

2015 Municipal Comparison Total Water/Wastewater annual bill based on household consumption of 300 M³ and Stormwater Charge



2015 vs. 2014 cost increases based on annual consumption of 300 m³ are per Municipal and Regional Council approved or draft rate increases.

2015 rates not available 2014 used for comparative purposes

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



2015-2018 Business Plan

Stormwater

2015-2018 Business Plan

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
 - Staff operates and maintains the stormwater system, and pursues studies to ensure the stormwater system is functioning as intended and deliver expected service to citizens
2. Lead and Promote Environmental Sustainability
 - The Sewer-Use By-law is intended to protect the environment
3. Manage Corporate Assets
 - Inspection of the stormwater infrastructure and systems provides information and development of the capital budget and plan ensure stormwater assets are maintained in a state of good repair
4. Ensure Financial Sustainability
 - Full cost recovery for stormwater services in support of full program delivery
5. Manage Growth and Economic Well-being
 - Infrastructure planning for stormwater assets identifies stormwater needs to support growth
6. Support the Professional Development of Staff
 - Continue to invest in staff development, promoting a culture of continuous learning

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

	2014 Base	Additional Resource Requests			
		2015	2016	2017	2018
Full Time	17.97	.5			
Part Time					
Overtime					

Note: The business plan does not include staff from the Capital Delivery and Asset Management Department as one year of data is needed to develop a clear understanding of work completed within the lines of business. The Administrative Services section in Environmental Services Department serves all of the lines of business and a full review of Administrative Services will occur in 2015 which may impact FTE count for each line of business.

2015-2018 Business Plan

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.*

Past Success (2014):

- Development of a comprehensive Stormwater Service Division to provide citizens, businesses and other stakeholders clear lines of communication for stormwater related inquiries and comments
- Completion of Stormwater Master Plan in 2014 has identified projects and studies to facilitate growth
- Initiated Napa Valley Stormwater Pond Flood Investigation
- Bowes Road and Franklin Avenue Flood Remediation Plan
- Sewer Use By-Law update to protect the environment
- Development of a programmed 5 year plan for sanitary inspection and flushing defined for effective condition assessment data collection
- Protecting past flooded areas by creating storage and improvement of system
- Stormwater Infrastructure Funding Study initiated
- State of Local Infrastructure Report in accordance with Ministry of Infrastructure guidelines

Pressures:

- Climate change – more short, intense storms
- Network growth puts pressure on maintaining current levels of service with existing staff
- Potential changing regulatory requirements
- Pond Maintenance requirements for water quality and storm management
- Citizen interest in climate change impacts and expectations from the City
- Environmental and conservation authority guidelines
- Vaughan Healthcare Precinct construction to be completed Fall 2015
- Aging infrastructure requires funding for key maintenance activities and capital projects
- Future retirements indicate need for succession planning

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

- Asset Management activities will focus on the development of an operational and capital plan to maintain the wastewater assets in a state of good repair
- Program changes and level of service development will increase oversight of stormwater program
- Hydraulic system analysis through modeling
- Additional storm water ponds maintenance will require programmed plan
- Develop water quality sampling program at ponds inlets and outlets
- Training and development for staff
- Low impact development to manage rain water on site
- Implementation of stormwater master plan

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

- Stormwater Infrastructure Funding Study will identify a financial model to fund stormwater program needs
- The City's Corporate Asset Management initiative will identify programmed repair, replacement, rehabilitation work and preventative maintenance which will put pressure on the capital budget, however, the asset management program is expected to reduce overall life cycle costs of the infrastructure
- As projects and programs are identified due to the increased focus on the stormwater service as a

2015-2018 Business Plan

comprehensive citizen focused and business effective service, this may identify the need for more resources to maintain levels of service

- Stormwater activities have a component where it is 'reactive' and is difficult to predict. It should be recognized that variance (positive and negative) will be the norm.

Existing Funding Source

- Wastewater Rate
- Development Charges

Work Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2015 Initiatives			
Comprehensive business and operational effectiveness for stormwater service delivery	Implement program delivery and levels of service identified in the stormwater infrastructure funding study	Q1	
Citizen and business focused stormwater service delivery program	Facilitate construction of VMC stormwater infrastructure*	Q1	No
	<ul style="list-style-type: none"> • Complete Black Creek Renewal Study EA to set stage for major redevelopment in VMC* • Commence detailed design of VMC NE Stormwater Management Pond 		
	Vaughan Healthcare Precinct Phase 2 Construction	Q1	No
	Collaborate with Access Vaughan to find efficiencies with Dispatch and improve citizen and business service	Q2	No
	Promote Downspout Disconnection Program and Backflow Preventer Programs	Q4	
	Gallanough Park Storm Pond EA	Q1	
Protect the environment	Develop Flood Response Program	Q2	
	Complete Sewer Use By-Law and communicate to stakeholders	Q4	Completion of sewer use by-law may indicate the need for more resources to effectively

2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	<p>Complete Stormwater By-Law**</p> <ul style="list-style-type: none"> Stormwater Infrastructure Funding Study <p>Continue to work with other partners to implement policies and undertake activities that support high water quality in Vaughan's watersheds**</p> <p>Support the implementation of initiatives to reduce run-off in park facilities, trail systems and selected City of Vaughan parking facilities**</p>	<p>Q3</p> <p>Ongoing</p> <p>Ongoing</p>	<p>promote compliance with the by-law and for sewer monitoring and inspection of industrial and commercial dischargers</p>
Perform effective asset management for better financial management	<p>Implement funding model identified in Stormwater Infrastructure Funding Study for 2016 Budget</p> <p>Collaborate with Corporate Asset Management Office to procure system tools, define levels of service and identify data gaps</p> <p>Continue to find efficiencies in the delivery of stormwater services</p>	<p>Q3</p> <p>Q1</p> <p>Q1</p>	<p>No</p> <p>No</p> <p>No</p>
2016 Initiatives			
Comprehensive business and operational effectiveness for stormwater service delivery	Update the stormwater model	Q2	
Citizen and business focused stormwater service delivery program	<p>Advance the design and construction of the Black Creek Channel and SWMP</p> <p>Develop education materials for citizens to reduce run off from properties and inflow into the sanitary sewer system</p> <p>Gallanough Park Stormwater Pond construction</p>	<p>Q4</p> <p>Q2</p> <p>Q2</p>	

2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Erosion and Flood Mitigation projects for Rainbow Creek as detailed in the Stormwater Master Plan	Q4	
Protect the environment	Continue to work with other partners to implement policies and undertake activities that support high water quality in Vaughan's watersheds**	Ongoing	
	Support the implementation of initiatives to reduce run-off in park facilities, trail systems and selected City of Vaughan parking facilities**	Ongoing	
Perform effective asset management for better financial management	Develop processes and programs to fill in data gaps to inform asset management activities	Ongoing	
2017 Initiatives			
Comprehensive business and operational effectiveness for stormwater service delivery	Develop prioritized maintenance list for stormwater ponds and implement	Q2	
	Analyze stormwater collection system effectiveness and program into capital budget any hydraulic improvement initiatives	Ongoing	
Citizen and business focused stormwater service delivery program	Advance the design and construction of the Black Creek Channel and SWMP	Q1	
	Education and Outreach	Ongoing	
Protect the environment	Continue to work with other partners to implement policies and undertake activities that support high water quality in Vaughan's watersheds**	Ongoing	
	Support the implementation of initiatives to reduce run-off in park facilities, trail systems and selected City of Vaughan parking facilities**	Ongoing	
Perform effective asset management for better financial management	Collaborate with Corporate Asset Management Office to develop a list of prioritized projects based on complete and consistent data to ensure funds flow to the areas which need it most	Ongoing	
2018 Initiatives			

2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Comprehensive business and operational effectiveness for stormwater service delivery	Implement studies identified in Stormwater Master Plan Stormwater pond maintenance	Q2 Annual program	
Citizen and business focused stormwater service delivery program	Education and Outreach	Ongoing	
Protect the environment	Continue to work with other partners to implement policies and undertake activities that support high water quality in Vaughan's watersheds** Support the implementation of initiatives to reduce run-off in park facilities, trail systems and selected City of Vaughan parking facilities**	Ongoing Ongoing	
Perform effective asset management for better financial management	Collaborate with Corporate Asset Management Office to develop a list of prioritized projects based on complete and consistent data to ensure funds flow to the areas which need it most	Ongoing	

2015-2018 Business Plan

Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

Performance metrics that have been identified as strategic measures are marked with an asterisk (*) on the following table. This data is presented on the VV2020 dashboard.

Key Performance Indicators: *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
EFFICIENCY: What/How much do we do?						
Operating Cost per Km of stormwater Collection System		\$1,802.00	\$1,663.00	\$1,877.00	\$1,984.00	\$2,066.00
Total Number of ponds assumed each year	3	2	3	5	5	2
EFFECTIVENESS: How well do we do it?						
% storm sewer inspected with a score of fair or better*	n/a	n/a	n/a	n/a	n/a	70%
SERVICE QUALITY: Is anyone better off?						
% areas with stormwater controls	92%	n/a	n/a	n/a	92%	

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.*

- Key performance indicators will be further evolved through the Corporate Performance Measurement Initiative
- Integration of Stormwater services will bring efficiencies which will be reflected in the metrics
- Comprehensive CCTV inspection program started in 2014 will provide data for future metrics
- Stormwater controls are reported every 4 years



Stormwater

2015-2018 Business Plan


Department Head Sign-off

2/20/15
Date (mm/dd/yy)


Commissioner Sign-off

02/20/15
Date (mm/dd/yy)



2015-2018 Business Plan

Wastewater

2015-2018 Business Plan

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
 - Staff operates and maintains the wastewater collection system, and pursues studies to ensure the wastewater collection system is functioning as intended and delivery expected service to citizens
2. Lead and Promote Environmental Sustainability
 - The Sewer-Use By-law is intended to protect the environment
3. Manage Corporate Assets
 - Inspection of the wastewater collection provides information and development of the capital budget and plan ensure wastewater assets are maintained in a state of good repair
4. Ensure Financial Sustainability
 - Full cost recovery for wastewater services in support of an asset management program
5. Manage Growth and Economic Well-being
 - Infrastructure planning for wastewater assets identifies wastewater needs to support growth
6. Support the Professional Development of Staff
 - Annual Ministry of the Environment required training and licensing for wastewater operations staff ensures Vaughan has a qualified and highly trained staff operating the wastewater system
 - Continue to invest in staff development, promoting a culture of continuous learning

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

	2014 Base	Additional Resource Requests			
		2015	2016	2017	2018
Full Time	19.8	.5			
Part Time					
Overtime					

Note: Staffing profile includes staff who were moved due to re-organization. The business plan does not include staff from the Capital Delivery and Asset Management Department as one year of data is needed to develop a clear understanding of work completed within the lines of business. The Administrative Services section in Environmental Services Department serves all of the lines of business and a full review of Administrative Services will occur in 2015 which may impact FTE count for each line of business.

2015-2018 Business Plan

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.*

Past Success (2014):

- Development of a comprehensive Wastewater Service Division to provide citizens, businesses and other stakeholders clear lines of communication for wastewater related inquiries and comments
- Completion of Wastewater Master Plan in 2014 has identified projects and studies to facilitate growth
- Collaboration with Region of York on common water issues through representation on the Water/Wastewater Steering Committee and development of common projects delivered through partnerships
- Initiated the Inflow and Infiltration pilot project with development
- Upgrade Wastewater model through Master Plan to be consistent with Region of York wastewater model
- Sewer Use By-Law update to protect the environment and wastewater infrastructure
- Development of a programmed 5 year plan for sanitary inspection and flushing defined for effective condition assessment data collection
- Active participants in Region of York North East Sanitary Trunk EA
- Dedicated staff for emergency response
- Cross connection identification on within public property
- State of Local Infrastructure Report in accordance with Ministry of Infrastructure guidelines

Pressures:

- Intensification development applications are complex and require in depth analysis
- Region of York Water/Wastewater Master Plan update
- Network growth puts pressure on maintaining current levels of service with existing staff
- Inflow and infiltration reduction
- Changing regulatory requirements
- Industrial and commercial discharge impact on infrastructure
- System performance due to non-compatible consumer products and Fogs, Oils and Grease
- Antiquated SCADA system requires manual oversight of system as technology has gone beyond life span
- Vaughan Healthcare Precinct construction to be completed Fall 2015
- Aging infrastructure in older areas requires more maintenance and possible rehabilitation and replacement
- Future retirements indicate need for succession planning

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

- Asset Management activities will focus on the development of an operational and capital plan to maintain the wastewater assets in a state of good repair
- Business case development to compare cost of providing various services in house or as a contracted service
- Inflow and infiltration program and flow monitoring program will provide for better overall system hydraulic performance information
- Working towards elimination of cross connections between storm and sanitary on public property
- Sewer Use By-Law and enforcement program will identify illegal dischargers and help protect the wastewater infrastructure and the environment

2015-2018 Business Plan

- Locate requests to be administered automatically
- In house training for water operators to meet compliance for Ministry of Environment licensing
- Training and development for staff

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

- Increases in Regional billing for wastewater services will necessitate matching increases to municipal billing rates and revenues
- The City's Corporate Asset Management initiative will identify programmed repair, replacement, rehabilitation work and preventative maintenance which will put pressure on the capital budget, however, the asset management program is expected to reduce the overall life cycle costs of the infrastructure
- As projects and programs are identified due to the increased focus on the wastewater service as a comprehensive citizen focused and business effective service, this may identify the need for more resources to maintain levels of service
- Wastewater activities have a component where it is 'reactive' and is difficult to predict. It should be recognized that variance (positive and negative) will be the norm.
- Administration and enforcement of Sewer Use By-Law may require resources in future

Existing Funding Source

- Wastewater Rate
- Development Charges

Work Plan

Business Plan Objectives: *List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.*

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2015 Initiatives			
Comprehensive business and operational effectiveness for wastewater service delivery	Develop City Wide Inflow and Infiltration Monitoring and Reduction Strategy*	Q2	Additional resources may be required when full scope of strategy is developed
	Develop Flow Monitoring and Sewer Capacity Analysis strategy	Q2	No
	Update and maintain the wastewater model for hydraulic optimization and growth capacity analyses for comprehensive system analysis	Q4	No
	Continue procurement and implementation of SCADA system	Q1	Capital project already available
Citizen and business focused wastewater	Collaborate with Developers to ensure Wastewater infrastructure in	Ongoing	No

2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
service delivery program	place to meet growth needs*		
	Vaughan Healthcare Precinct Phase 2 Construction	Q1	No
	Collaborate with Access Vaughan to find efficiencies with Dispatch and improve citizen and business service	Q4	No
	Promote Downspout Disconnection Program and Backflow Preventer Programs	Ongoing	No
Protect the environment	Complete Sewer Use By-Law and communicate to stakeholders	Q4	Completion of sewer use by-law may indicate the need for more resources to effectively promote compliance with the by-law and for sewer monitoring and inspection of industrial and commercial dischargers
	Collaborate with Region on monitoring of industrial dischargers	Q1	No
Perform effective asset management for better financial management	Collaborate with Corporate Asset Management Office to procure system tools, define levels of service and identify data gaps	Ongoing	
	Implement pipe scoring system in GIS to easily identify pipe which needs to be repaired or replaced	Q1	
2016 Initiatives			
Comprehensive business and operational effectiveness for wastewater service delivery	Implement Inflow and Infiltration Strategy*	Q1	
	Implement Flow Monitoring Strategy	Q1	
	Analyze wastewater collection system effectiveness and program into capital budget any hydraulic improvement initiatives	Q3	
Citizen and business focused wastewater service delivery program	Collaborate with Developers to ensure Wastewater infrastructure in place to meet growth needs*	Q1	
	Continue to collaborate with Access		

2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Vaughan to find efficiencies with Dispatch and improve citizen and business service Implement citizen focused strategy*	Q2	
Protect the environment	Complete Sewer Use By-Law and communicate to stakeholders Collaborate with Region on monitoring of industrial dischargers	Q4 Q1	Completion of sewer use by-law may indicate the need for more resources to effectively promote compliance with the by-law and for sewer monitoring and inspection of industrial and commercial dischargers No
Perform effective asset management for better financial management	Develop processes and programs to fill in data gaps to inform asset management activities	Ongoing	
2017 Initiatives			
Comprehensive business and operational effectiveness for wastewater service delivery	Implement Inflow and Infiltration Strategy* Update flow monitoring data into wastewater model Analyze wastewater collection system effectiveness and program into capital budget any hydraulic improvement initiatives		
Citizen and business focused wastewater service delivery program	Develop citizen and business focused educational program with respect to Fats, Oils and Grease and other 'non-flushables'	Ongoing	
Protect the environment	Collaborate with Region on monitoring of industrial dischargers	Ongoing	No
Perform effective asset management for better financial management	Collaborate with Corporate Asset Management Office to develop a list of prioritized projects based on complete and consistent data to ensure funds flow to the areas which need it most	Ongoing	
2018 Initiatives			
Comprehensive business and operational	Implement Inflow and Infiltration Strategy*	Ongoing	

2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
effectiveness for wastewater service delivery	<p>Develop capital plan to address inflow and infiltration issues</p> <p>Analyze wastewater collection system effectiveness and program into capital budget any hydraulic improvement initiatives</p>	<p>Q3</p> <p>Ongoing</p>	
Citizen and business focused wastewater service delivery program	Continue to promote citizen and business focused educational program with respect to Fats, Oils and Grease and other 'non-flushables'	Ongoing	
Protect the environment	Collaborate with Region on monitoring of industrial dischargers	Q1	
Perform effective asset management for better financial management	Collaborate with Corporate Asset Management Office to develop a list of prioritized projects based on complete and consistent data to ensure funds flow to the areas which need it most	Ongoing	

2015-2018 Business Plan

Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

Performance metrics that have been identified as strategic measures are marked with an asterisk (*) on the following table. This data is presented on the VV2020 dashboard.

Key Performance Indicators: *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
EFFICIENCY: What/How much do we do?						
Operating Cost per Km of Wastewater Collection System	\$4,722.00	\$4,273.00	\$4,373.00	\$4,575.00	\$4,600.00	
EFFECTIVENESS: How well do we do it?						
Number of Sewer main Backups per 100 km of Wastewater Main in a Year	0.00	0.48	0.00	0.12		
% Sanitary sewer inspected with a score of Fair(Grade 3) or better*	n/a	n/a	n/a	n/a	n/a	75%
SERVICE QUALITY: Is anyone better off?						
% response time for spill clean-up within established parameters*					100%	100%

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.*

- Key performance indicators will be further evolved through the Corporate Performance Measurement Initiative
- Integration of Wastewater services will bring efficiencies which will be reflected in the metrics
- New programs, such as inflow and infiltration, flow monitoring, hydraulic optimization and the implementation of the wastewater master plan will provide for a comprehensive wastewater service delivery and improve system knowledge for effective asset management



Wastewater

2015-2018 Business Plan

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

Department Head Sign-off

2/20/15

Date (mm/dd/yy)

A large, stylized handwritten signature in black ink, written over a horizontal line.

Commissioner Sign-off

02/20/15

Date (mm/dd/yy)



2015-2018 Business Plan

Water

2015-2018 Business Plan

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

1. Enhance and Ensure Community Safety, Health and Wellness
 - Provides safe drinking water
2. Demonstrate Excellence in Service Delivery
 - Staff operates and maintains the water distribution system, and pursues studies to ensure the water distribution system is functioning as intended and deliver expected service to citizens by meeting the service standards
3. Lead and Promote Environmental Sustainability
 - Through promotion of water conservation the City supports environmental sustainability
4. Manage Corporate Assets
 - Condition assessment of water infrastructure and systems provides information and development of the capital budget and plan ensure water assets are maintained in a state of good repair
5. Ensure Financial Sustainability
 - Full cost recovery for water services in support of full program delivery and to meet Drinking Water Quality Management Standards
6. Manage Growth and Economic Well-being
 - Infrastructure planning for water assets identifies water needs to support growth
7. Support the Professional Development of Staff
 - Annual Ministry of the Environment required training and certification for water operations staff ensures Vaughan has a qualified and highly trained staff operating the water distribution system
 - Continue to invest in staff development, promoting a culture of continuous learning

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

	2014 Base	Additional Resource Requests			
		2015	2016	2017	2018
Full Time	40.5	1			
Part Time					
Overtime					

Note: Staffing profile includes staff who were moved due to re-organization. The business plan does not include staff from the Capital Delivery and Asset Management Department as one year of data is needed to develop a clear understanding of work completed within the lines of business. The Administrative Services section in Environmental Services Department serves all of the lines of business and a full review of Administrative Services will occur in 2015 which may impact FTE count for each line of business.

2015-2018 Business Plan

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.*

Past Success (2014):

- Development of a comprehensive Water Service Division to provide citizens, businesses and other stakeholders clear lines of communication for water related inquiries and comments
- Completion of Water Master Plan in 2014 has identified projects and studies to facilitate growth
- Collaboration with Region of York on common water issues through representation on the Water/Wastewater Steering Committee and development of common projects delivered through partnerships
- Upgrade Water model through Master Plan to be consistent with Region of York water model
- Fully accredited through external Ministry of the Environment Audit, received 100%
- Partnered with Walkerton Clean Water Centre to host MaintenanceFest
- No boil water advisories
- State of Local Infrastructure Report in accordance with Ministry of Infrastructure guidelines

Pressures:

- Intensification development applications are complex and require in depth analysis
- Region of York Water/Wastewater Master Plan update
- Network growth puts pressure on maintaining current levels of service with existing staff
- Changing regulatory requirements
- Water loss impacts water billing
- Aging infrastructure requires funding for key maintenance activities and capital projects
- Vaughan Healthcare Precinct construction to be completed Fall 2015
- Future retirements indicate need for succession planning

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

- Asset Management activities will focus on the development of an operational and capital plan to maintain the water assets in a state of good repair
- Business case development to compare cost of providing various services in house or as a contracted service
- Water loss and leak detection analysis
- Link the end user billing to the water model for reflective consumption patterns
- Locate requests to be administered automatically
- In house training for water operators to meet compliance for Ministry of Environment licensing
- Training and development for new staff

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

- The City's Corporate Asset Management initiative will identify programmed repair, replacement and rehabilitation work which will put pressure on the capital budget, however, the asset management program is expected to reduce the number of emergency repairs
- As projects and programs are identified due to the increased focus on the water service as a comprehensive citizen focused and business effective service, this may identify the need for more resources to maintain levels of service

2015-2018 Business Plan

- Water Conservation reducing revenues from sale of water
- Water activities have a component where it is 'reactive' and is difficult to predict. It should be recognized that variance (positive and negative) will be the norm.

Existing Funding Source

- Water Rate
- Development Charges

Work Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2015 Initiatives			
Comprehensive business and operational effectiveness for water service delivery	Implement 2014 Leakage Detection Program developed in partnership with the Region of York*	Q2	Additional resources will be needed for capital project
	Reduce non-revenue water usage by implementing leak detection process and replacing water meters*	Q3	
	Implement water sampling stations	Q2	
	Update and maintain the water distribution model	Q4	
Citizen and business focused water service delivery program	Collaborate with Developers to ensure Water infrastructure in place to meet growth needs	Ongoing	
	Vaughan Healthcare Precinct Phase 2 Construction	Q3	
	Collaborate with Access Vaughan to find efficiencies with Dispatch and improve citizen and business service	Q4	
Protect the environment	Continue to collaborate with the Region of York on a Region-wide Water Conservation Strategy**	Ongoing	
	Water Loss Monitoring and Control System*	Q2	

2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Develop a Cross-Connection Control and Backflow Prevention By-law and Implementation program	Q3	Additional resources may be needed in future years to administer and enforce program
	Continue to reduce the amount of metallic watermain pipe by 6 km/year	Ongoing	
Perform effective asset management for better financial management	Collaborate with Corporate Asset Management Office to procure system tools, define levels of service and identify data gaps	Ongoing	
2016 Initiatives			
Comprehensive business and operational effectiveness for water service delivery	Continue to implement 2014 Leakage Detection Program developed in partnership with the Region of York*	Ongoing	
	Continue to reduce non-revenue water usage by implementing leak detection process and replacing water meters*	Ongoing	
	Perform hydraulic analysis using the water model to identify operational constraints and program into capital budget	Q3	
	Business case development for review of contracted services vs. in house delivery of services	Q1	
Citizen and business focused water service delivery program	Resident water meter change out program	Q2	Additional resources will be required for a capital project
	Collaborate with Developers to ensure Water infrastructure in place to meet growth needs	Ongoing	
	Collaborate with Access Vaughan to find efficiencies with Dispatch and improve citizen and business service	Q1	
Protect the environment	Continue to collaborate with the Region of York on a Region-wide Water Conservation Strategy**	Ongoing	Additional resource requests may be required to administer and enforce the by-law
	Implement Cross-Connection Control and Backflow Prevention By-law program	Q2	

2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Continue to reduce the amount of metallic watermain pipe by 6 km/year	Ongoing	
Perform effective asset management for better financial management	Develop processes and programs to fill in data gaps to inform asset management activities	Ongoing	
2017 Initiatives			
Comprehensive business effectiveness for water service delivery	Continue working on Leakage Detection Program developed in partnership with the Region of York*	Ongoing	
	Business case development for review of contracted services vs. in house delivery of services	Ongoing	
	Implement recommendations from business case analysis from 2016	Q4	
Citizen and business focused water service delivery program	Continue water meter change out for residents	Ongoing	
	Collaborate with Developers to ensure Water infrastructure in place to meet growth needs	Ongoing	
Protect the environment	Continue to collaborate with the Region of York on a Region-wide Water Conservation Strategy**	Ongoing	
	Continue to reduce the amount of metallic watermain pipe by 6 km/year	Ongoing	
Perform effective asset management for better financial management	Collaborate with Corporate Asset Management Office to develop a list of prioritized projects based on complete and consistent data to ensure funds flow to the areas which need it most	Ongoing	
	Continue to find efficiencies in the delivery of water services	Ongoing	
2018 Initiatives			
Comprehensive business effectiveness for water service delivery	Continue business review to find efficiencies in service delivery	Ongoing	
Citizen and business focused water service	Continue our commitment to Vaughan's citizens and businesses	Ongoing	

2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
delivery program	<p>by continually improving clear communication lines for access to water services</p> <p>Collaborate with Developers to ensure Water infrastructure in place to meet growth needs</p>	Ongoing	
Protect the environment	Continue to reduce the amount of metallic watermain pipe by 6 km/year	Ongoing	
Perform effective asset management for better financial management	Collaborate with Corporate Asset Management Office to develop a list of prioritized projects based on complete and consistent data to ensure funds flow to the areas which need it most	Ongoing	

2015-2018 Business Plan

Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

Performance metrics that have been identified as strategic measures are marked with an asterisk (*) on the following table. This data is presented on the VV2020 dashboard.

Key Performance Indicators: *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
EFFICIENCY: What/How much do we do?						
% of Metallic Watermain pipe replaced	N/A	N/A	N/A	N/A	.05%	.1%
EFFECTIVENESS: How well do we do it?						
# of watermain breaks per 100 km of distribution pipe		6	3	2.3	2.4	2.4
Daily water usage per person	274	n/a	n/a	214	205	200
SERVICE QUALITY: Is anyone better off?						
# of adverse water samples vs. total number of water samples taken*		0.0040	0.0065	0.0041	0.0091	0.0070
# of boil water advisories per year	1	0	0	0	0	0

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.*

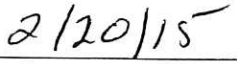
- The annual program which started in 2013 to replace 6 km of metallic watermain pipe per year is on target
- Adverse samples are most often the result of contamination during the process of sampling. The standard response to an adverse water quality sample is to flush the watermain and re-sample to confirm that the water quality meets the regulatory requirements. The adverse samples were not indicative of the City's water supply, and the citizens and business of Vaughan were not at risk at any time. The number of adverse occurrences is less than the Provincial average for municipalities of similar size.
- The anode protection program in conjunction with the watermain replacement program have led to a


2015-2018 Business Plan

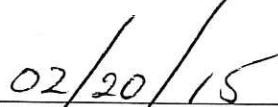
decrease in the number of watermain breaks per 100 km

- Daily water usage continues to decline, and is likely the result of water conservation efforts. 2009 was used as a benchmark, as data provided to the City for 2010 and 2011 was not considered reliable.



Department Head Sign-off

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

The Corporation of the City of Vaughan
2015 Budget and 2016 - 2018 Plan
Wastewater/ Stormwater Division

Description	2015 Draft Budget	2016 Forecast	2017 Forecast	2018 Forecast	% of Sales
Wastewater /Stormwater Revenues					
Residential Billings	38,606,530	45,102,006	51,234,481	58,031,042	
Commercial Billings	26,714,220	31,210,964	35,605,440	40,500,191	
Other	171,000	200,000	250,000	300,000	
	\$65,491,750	\$76,512,970	\$87,089,920	\$98,831,232	
Wastewater/Stormwater Expenses					
Regional Treatment Charges	\$48,704,975	\$55,067,888	\$61,054,844	\$67,693,505	
GROSS MARGIN	\$16,786,775 25.6%	\$21,445,082 28.0%	\$26,035,077 29.9%	\$31,137,727 31.5%	
Other Revenues					
Local Improvements	240,500	162,535	20,580	20,580	
Sundry	3,800	3,800	3,800	3,800	
Installation and Service Fees	161,000	211,000	261,000	311,000	
Interest	550,000	618,750	712,500	831,250	
	\$955,300 1.5%	\$996,085 1.3%	\$997,880 1.1%	\$1,166,630 1.2%	
Expenses					
Maintenance and Installation Cost	3,993,741	4,758,912	4,769,405	4,778,544	
General Administration	1,385,217	1,402,498	1,389,478	1,407,733	
Storm Sewer Maintenance	3,507,308	3,600,235	3,615,337	3,625,969	
Joint Service Costs	697,118	718,032	739,572	761,760	
Debenture Payments	219,927	141,375	0	0	
Administration Overhead	383,993	395,513	407,378	419,600	
Insurance Allocation	351,909	373,024	399,135	415,101	
	\$10,539,213 16.1%	\$11,389,588 14.9%	\$11,320,305 13.0%	\$11,408,705 11.5%	
LIFECYCLE CONTRIBUTION - RESERVE	\$7,202,862 11.0%	\$11,051,580 14.4%	\$15,712,652 18.0%	\$20,895,652 21.1%	

The Corporation of the City of Vaughan
2015 Budget and 2016 - 2018 Plan
Water Division

Description	2015 Draft Budget	2016 Forecast	2017 Forecast	2018 Forecast	% of Sales
Water Revenues					
Residential Billings	30,871,725	34,119,817	37,385,432	40,880,596	
Commercial Billings	20,504,350	22,834,880	24,941,700	27,187,701	
Other	226,425	334,281	443,173	565,893	
	\$51,602,500	\$57,288,979	\$62,770,306	\$68,634,190	
Water Purchases					
Metered Water Purchases	32,481,717	36,356,042	40,307,649	44,690,926	
Non-Revenue Water	4,853,590 13.0%	5,432,512 13.0%	6,022,982 13.0%	6,677,954 13.0%	
	\$37,335,307	\$41,788,554	\$46,330,631	\$51,368,880	
GROSS MARGIN	\$14,267,193 27.6%	\$15,500,425 27.1%	\$16,439,675 26.2%	\$17,265,310 25.2%	
Other Revenues					
Installation and Service Fees	600,000	725,000	850,000	975,000	
Sundry	6,120	6,120	6,120	6,120	
Interest	500,000	550,000	612,500	687,500	
	\$1,106,120 2.1%	\$1,281,120 2.2%	\$1,468,620 2.3%	\$1,668,620 2.4%	
Expenses					
Maintenance and Installation Cost	5,929,985	6,704,510	6,734,723	6,758,694	
General Administration	2,233,459	2,341,239	2,374,638	2,397,101	
Joint Service Costs	593,842	611,657	630,007	648,907	
Debenture Payments	213,845	175,180	0	0	
Administration Overhead	486,460	501,054	516,085	531,568	
Insurance Allocation	312,070	330,794	353,950	368,108	
	\$9,769,661 18.9%	\$10,664,434 18.6%	\$10,609,404 16.9%	\$10,704,378 15.6%	
LIFECYCLE CONTRIBUTION - RESERVE	\$5,603,652 10.9%	\$6,117,111 10.7%	\$7,298,891 11.6%	\$8,229,551 12.0%	



2015 - 2018 Capital Budget

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
	2015	2015	CD	CD-2003-15	Culvert Replacement on King-Vaughan Road	Infrastructure Replacement	215,270	215,270	0		Y
	2015	2015	CD	CD-2014-15	Rivermede Rd and Bowes Rd Flood Remediation - Class EA, Design and Construction	Infrastructure Replacement	113,300	328,570	0		Y
	2015	2015	CD	CD-2017-15	Sanitary Installation in the Coldspring Road Putting Green Crescent Community	New Infrastructure	113,300	441,870	0		Y
	2015	2015	EV	EV-2078-15	SCADA System Implementation	New Equipment	350,200	792,070	0	Water Reserve \$61,800;	Y
2015 Budget Line											
	2016	2015	CD	CD-2014-15	Rivermede Rd and Bowes Rd Flood Remediation - Class EA, Design and Construction	Infrastructure Replacement	113,300	113,300	0		Y
2016 Forecast Line											



2015 - 2018 Capital Budget
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
	2015	2015	CD	CD-1920-15	2015 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement	2,518,900	2,518,900	0	Gas Tax Reserve \$1,390,000;	Y
	2015	2015	CD	CD-2016-15	2016 Watermain Replacement	Infrastructure Replacement	317,300	2,836,200	0		Y
	2015	2015	CD	CD-2019-15	2017 Watermain Replacement	Infrastructure Replacement	634,500	3,470,700	0		Y
	2015	2014	CD	EN-1914-14	2015 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	743,897	4,214,597	0	Debenture Financing \$805,888;	Y
	2015	2014	CD	EN-1915-14	2015 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	2,174,570	6,389,167	0	Debenture Financing \$510,084;	Y
	2015	2013	CD	EN-1944-13	2014 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement	692,200	7,081,367	0	Debenture Financing \$543,800;	Y
	2015	2013	EV	EV-2063-15	ICI Water Meter Replacement Program	Infrastructure Replacement	206,000	7,287,367	0		Y
	2015	2015	EV	EV-2076-15	Sample Stations	New Equipment	154,500	7,441,867	0		N
	2015	2015	EV	EV-2078-15	SCADA System Implementation	New Equipment	61,800	7,503,667	0	Sewer Reserve \$350,200;	Y
	2015	2015	FL	FL-5513-15	PW-WATER - Additional Quad cab pickup	New Equipment	51,500	7,555,167	70,000		Y
	2015	2015	FL	FL-5514-15	PW - WATER - Additional Quad Cab Pickup	New Equipment	51,500	7,606,667	70,000		Y
2015 Budget Line											
	2016	2016	CD	CD-2002-16	2018 Watermain Replacement	Infrastructure Replacement	566,500	566,500	0		Y
	2016	2015	CD	CD-2016-15	2016 Watermain Replacement	Infrastructure Replacement	2,673,900	3,240,400	0		Y
	2016	2013	EV	EV-2063-15	ICI Water Meter Replacement Program	Infrastructure Replacement	206,000	3,446,400	0		Y
2016 Forecast Line											
	2017	2015	CD	CD-2019-15	2017 Watermain Replacement	Infrastructure Replacement	5,155,200	5,155,200	0		Y
	2017	2013	EV	EV-2063-15	ICI Water Meter Replacement Program	Infrastructure Replacement	206,000	5,361,200	0		Y
2017 Forecast Line											
	2018	2016	CD	CD-2002-16	2018 Watermain Replacement	Infrastructure Replacement	4,584,200	4,584,200	0		Y
2018 Forecast Line											



CITY OF VAUGHAN
2015 PROPOSED OPERATING BUDGET
WATER AND WASTEWATER SERVICE CHARGE AMMENDMENTS

ITEM	SERVICE CHARGES														
Turn-off <ul style="list-style-type: none"> During Working Hours (Monday to Friday from 8:00 a.m. to 3:30 p.m.) Other than Working Hours Including Weekends and Holidays 	\$46.00 \$110.00														
Turn-on <ul style="list-style-type: none"> During Working Hours (Monday to Friday from 8:00 a.m. to 3:30 p.m.) Other than Working Hours Including Weekends and Holidays 	\$46.00 \$110.00														
Water Meters (application for meters and temporary water fees)	\$ at cost (varies with number of meters to be installed, size of meters, administration costs and contract installation costs) <table> <tr> <td>Full 3/4"</td><td>\$ 321.00</td></tr> <tr> <td>1"</td><td>\$ 394.00</td></tr> <tr> <td>1.5" Omni C²</td><td>\$1,938.00</td></tr> <tr> <td>2" Omni C²</td><td>\$2,055.00</td></tr> <tr> <td>3" Omni C²</td><td>\$2,750.00</td></tr> <tr> <td>4" Omni C²</td><td>\$4,260.00</td></tr> <tr> <td>6" Omni C²</td><td>\$7,150.00</td></tr> </table> AMR Flexnet remote read adaptor - at current cost	Full 3/4"	\$ 321.00	1"	\$ 394.00	1.5" Omni C ²	\$1,938.00	2" Omni C ²	\$2,055.00	3" Omni C ²	\$2,750.00	4" Omni C ²	\$4,260.00	6" Omni C ²	\$7,150.00
Full 3/4"	\$ 321.00														
1"	\$ 394.00														
1.5" Omni C ²	\$1,938.00														
2" Omni C ²	\$2,055.00														
3" Omni C ²	\$2,750.00														
4" Omni C ²	\$4,260.00														
6" Omni C ²	\$7,150.00														
Hydrant Meter Rentals (includes application, administration fee, demonstration to user, water consumption, plus any repairs) NOTE: Rentals are site specific by approval only. Hydrant Meter relocation will be subject to 15% Administration Fee of the Deposit	Deposit of \$2,500 for each water meter Administration fee of 15% of the deposit plus water consumption charged at the current approved rates for water and wastewater per m ³														
Temporary Dewatering Discharge Fees Sanitary Sewer System	Current applicable City retail rate less Region of York current rate plus 15% Administration Fee														
Dewatering Discharge Application Process Fees	\$500.00 plus 15% Administration Fee														
General Administration Fee where applicable	15%														