

Building Capacity for Growth and Intensification: Staff Resourcing and Corporate Organizational Structure

Special Committee of the Whole

June 27, 2017



CANADA 150



Responding to Council's Direction

“With the demands made by the development industry [and] community stakeholders, we need to start also addressing the issue of resourcing those departments that require more help and personnel.”

- Mayor Bevilacqua, May 2, 2017 CoW

- City Manager commitment to return to Council prior to the 2018 budget process.

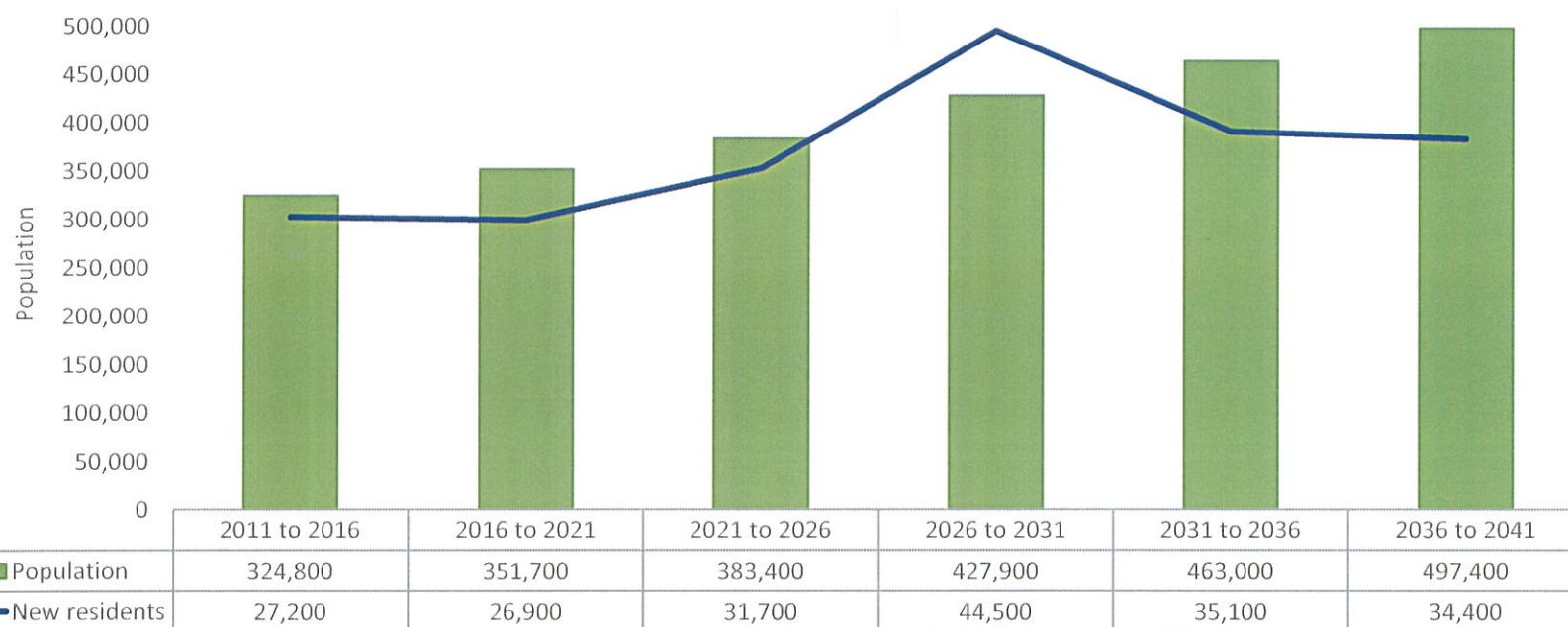
Getting ready to grow to a city of half a million in the next 25 years

City of Vaughan Population Growth



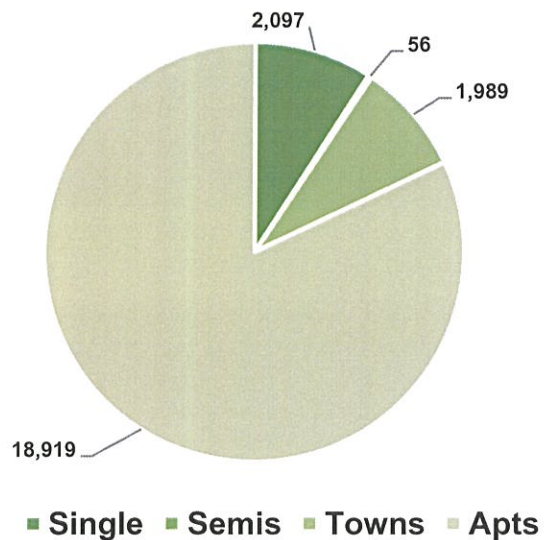
Accommodating up to 64% more new residents compared to the last 5 years

City of Vaughan Projected Population Growth

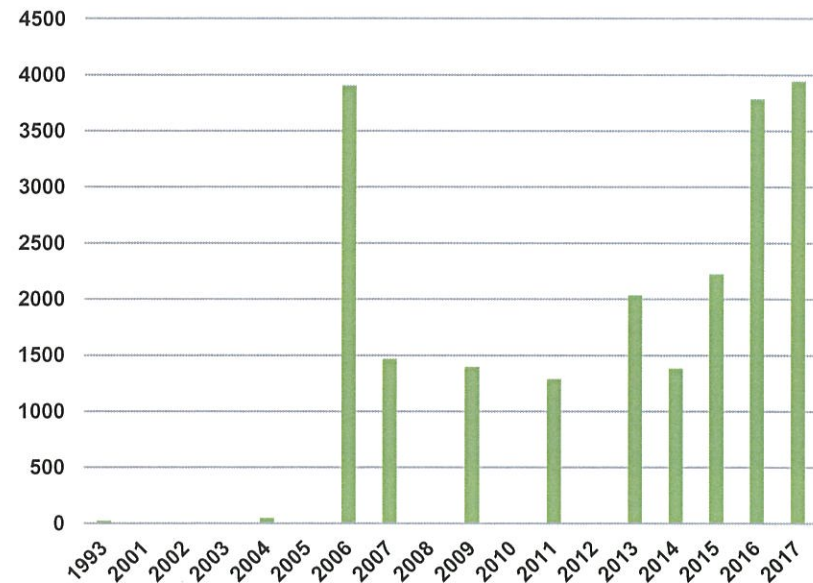


+23,000 units in the development proposal process

Active Residential Development Proposals
by Type



Active Residential Development Proposals
By Year



5

10,300 (over 44%) are in active litigation, before the Ontario Municipal Board (OMB) or in mediation



The average housing price in Vaughan has more than doubled



Source: York Region Growth and Development Review

Infrastructure investments

Ongoing

- Mackenzie Vaughan Hospital
- Regional Express Rail – GO Transit
- Spadina Subway Extension
- VIVA Bus Rapid Transit (Highway 7)
- Highway 427 Extension
- Highway 400 Expansion
- YRT VIVA Bus Terminal (VMC)

Planned

- Yonge Subway Extension
- YRT/ VIVA Highway 7 Bus Rapid Transit from the VMC
- Ongoing planning for the GTA West in Vaughan
- York Region Transportation/ Servicing Projects
- Concord GO Station and Transit Hub
- Trans-Canada Mainline Expansion

Intensification adds complexity

- More complex requirements for high-density mixed-use intensification areas
 - More consultation
 - More emphasis on sustainability, the environment, urban design and heritage protection
 - More complexity related to stratification
- New legislation:
 - Bill 68 (*Modernizing Ontario's Municipal Legislation Act, 2017*)
 - Bill 73 (*Smart Growth for Our Communities Act, 2015*)
 - Bill 139 (*Building Better Communities and Conserving Watersheds Act, 2017*)
 - Bill 141 (*Infrastructure for Jobs and Prosperity Act, 2015*)

Status quo is not an option

- Deferred tax revenue
- Compliance with legislation, and Provincial and Regional population, intensification and density requirements
- Attracting investment, employment and new residents
- Building corporate capacity and scaling service delivery to meet growth demands through investing in staff, processes and technology

Outsourcing is not cost-effective in the long-term

- Costly
- Non-delegable responsibilities as knowledgeable owner
- Does not support staff development, advancement and succession planning
- May be required on a short-term interim basis

Recommendations

The City Manager recommends:

1. That Council delegate authority to the City Manager to authorize additional in-year staff and related resources that can be fully funded either from non-tax levy sources or within the approved budget; and
2. That Council approve the updated corporate organization structure recommended in the confidential communication.

