

2011-2012 DRAFT OPERATING BUDGET

PLANNING FOR THE FUTURE



Financial Sustainability: A Key Priority



CITY OF VAUGHAN

2011-2012 DRAFT
OPERATING BUDGET

OPERATING BUDGET PACKAGE

Finance & Administration
Committee

January 17, 2011

**ATTACHMENT #1
TABLE OF CONTENTS**

	<u>Page #</u>
1. Base Budget Revenue & Expenditure Summary	4
• Tax Levy Summary	5-6
• Revenue & Expenditure Summary	7
• Revenue By Major Source	8
• Corporate Revenue Detail	9
• Expenditure By Major Category	10
• Corporate & Election Expenditure Details	11
• Expenditure Details By Department	12
2. Base Budget-Major Budget Change Summary	16-17
3. Base Budget Full-Time Equivalent (FTE) Summary	19
4. Base Budget Analysis & Other Information	21
• Major 2011/12 Budget Adjustments	22
• Departmental Budget Expenditure Variance in Excess of \$100,000	23
• Major Corporate Expenditure Increases/Decreases	27
• Major Revenue Increases/ Decreases	29
• 2010 One-Time Funding Costs Removed	30
• Budget Expenditure Summary	32
5. Additional Resource Requests – Summary	34-40
6. Business Plan Performance Measures Summary	41-50
7. Comprehensive Budget Review & Guidelines	52-58
8. Departmental Information (listed in the following order)	60-887
• Financial Summaries	
• Business Plans	
• Recommended Additional Resource Requests	
• Council	60
• Integrity Commissioner	62
• City Manager	64

• Operational Audit	67
• Strategic Planning	74
• Environmental Sustainability	93
• Corporate Policy	107
• Fire & Rescue Services	119
• Commissioner of Finance & City Treasurer	202
• City Financial Services	205
• Budgeting & Financial Planning	227
• Reserves & Investments	246
• Purchasing	257
• Commissioner of Legal & Administrative Services	277
• City Clerk	280
• Legal Services/Real Estate	299
• Enforcement Services	328
• Human Resources	355
• Commissioner of Community Services	401
• Community Grants & Advisory Committees	404
• Recreation & Culture	406
• Building & Facilities	448
• Fleet	473
• Parks Operations	490
• Parks Development	527
• Commissioner of Planning	537
• Development Planning	540
• Policy Planning	576
• Building Standards	590
• Commissioner of Economic & Technology Development	614
• Economic & Business Development	617
• Access Vaughan	638
• Information & Technology Management	665
• Corporate Communications	677
• Commissioner of Engineering & Public Works	705
• Development & Transportation Engineering	708
• Engineering Services	755
• Public Works	811
• Vaughan Libraries	862



CITY OF VAUGHAN

2011-12

DRAFT OPERATING BUDGET

Revenue & Expenditure Summary

January 17, 2011

**CITY OF VAUGHAN
2011-12 DRAFT OPERATING BUDGET
TAX LEVY SUMMARY**

	2010 BUDGET	2011 DRAFT BUDGET	INC. / (DEC.)		2012 DRAFT BUDGET	INC. / (DEC.)	
			\$	%		\$	%
REVENUES	\$76,426,738	\$78,263,646	\$1,836,908	2.4%	\$79,940,397	\$1,676,751	2.1%
EXPENDITURES	\$205,454,423	\$214,270,301	\$8,815,878	4.3%	\$222,617,209	\$8,346,908	3.9%
LEVY	\$129,027,685	\$136,006,655	\$6,978,970	5.4%	\$142,676,812	\$6,670,157	4.9%

**CITY OF VAUGHAN
2011-12 DRAFT OPERATING BUDGET**

TAX LEVY SUMMARY

	2010 BUDGET	2011 DRAFT BUDGET	INC. / (DEC.) \$	%	2012 DRAFT BUDGET	\$	INC. / (DEC.) %
REVENUES	73,926,738	75,763,646	1,836,908	2.5%	77,440,397	1,676,751	2.2%
EXPENDITURES	205,454,423	214,270,301	8,815,878	4.3%	222,617,209	8,346,908	3.9%
NET EXPENDITURES	131,527,685	138,506,655	6,978,970	5.3%	145,176,812	6,670,157	4.8%
PRIOR YEAR SURPLUS CARRY FORWARD TO REDUCE TAX LEVY	2,500,000	2,500,000	0	0.0%	2,500,000	0	0.0%
LEVY	129,027,685	136,006,655	6,978,970	5.4%	142,676,812	6,670,157	4.9%
LESS: ASSESSMENT GROWTH (2011 @ 3.17% & 2012 @ 2.75%)	3.17%	4,130,432	4,130,432		3,825,785	3,825,785	
LESS: POA TAXATION ADJUSTMENT		1,393,268	1,393,268		1,393,268	-	
		<u>5,523,700</u>	<u>5,523,700</u>		<u>5,219,053</u>	<u>3,825,785</u>	
2011-12 DRAFT OPERATING BUDGET TAXATION INCREASE FUNDING REQUIRED			1,455,270			2,844,372	
AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS (rounded to 2 decimal places)			1.08%			1.99%	
INCREASE FOR AN AVERAGE HOUSEHOLD ASSESSED AT \$472,368 (2011) & \$485,122 (2012)			\$12.55			\$23.87	

**CITY OF VAUGHAN
2011-12 DRAFT OPERATING BUDGET**

REVENUE AND EXPENDITURE SUMMARY

	2010 BUDGET	2011 DRAFT BUDGET	INC. / (DEC.)		2012 DRAFT BUDGET	INC. / (DEC.)	
			\$	%		\$	%
REVENUES:							
2010 TAXATION	129,027,685	129,027,685			129,027,685		
- POA TAX ADJUSTMENT		1,393,268	1,393,268	1.1%	1,393,268	-	
- ASSESSMENT GROWTH		4,130,432	4,130,432	3.2%	7,956,217	3,825,785	2.8%
BASE TAXATION	129,027,685	134,551,385	5,523,700	4.3%	138,377,170	3,825,785	2.8%
SUPPLEMENTAL TAXATION	2,200,000	2,900,000	700,000	31.8%	2,900,000	0	0.0%
GRANT / PAYMENT IN LIEU / OTHER	2,945,240	2,945,240	0	0.0%	2,945,240	0	0.0%
RESERVES	17,192,431	18,518,218	1,325,787	7.7%	20,242,606	1,724,388	9.3%
CORPORATE	18,247,529	17,288,173	(959,356)	-5.3%	16,793,788	(494,385)	-2.9%
FEES AND SERVICE CHARGES	33,341,538	34,112,015	770,477	2.3%	34,558,763	446,748	1.3%
PRIOR YEAR'S SURPLUS CARRYFORWARD	2,500,000	2,500,000	0	0.0%	2,500,000	0	0.0%
TOTAL REVENUES	205,454,423	212,815,031	7,360,608	3.5%	218,317,567	5,502,536	2.5%
EXPENDITURES:							
DEPARTMENTAL	182,284,024	188,815,006	6,530,982	3.6%	195,352,978	6,537,972	3.5%
CORPORATE AND ELECTION	6,469,015	5,178,845	(1,290,170)	-19.9%	4,211,845	(967,000)	-18.7%
LONG TERM DEBT	9,000,000	12,087,862	3,087,862	34.3%	14,059,289	1,971,427	16.3%
CONTINGENCY	1,071,862	1,559,066	487,204	45.5%	2,363,575	804,509	51.6%
CAPITAL FROM TAXATION	6,629,522	6,629,522	0	0.0%	6,629,522	0	0.0%
TOTAL EXPENDITURES	205,454,423	214,270,301	8,815,878	4.3%	222,617,209	8,346,908	3.9%
FUNDING REQUIREMENT							
2011 TAXATION INCREASE	0	1,455,270	1,455,270		1,455,270	0	0.0%
2012 TAXATION INCREASE					2,844,372	2,844,372	
AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS			1.08%		1.99%		
INCREASE FOR AN AVERAGE HOUSEHOLD ASSESSED AT \$472,368 (2011) & \$485,122 (2012)			\$12.55		\$23.87		

**CITY OF VAUGHAN
2011-12 DRAFT OPERATING BUDGET**

REVENUE BY MAJOR SOURCE

	2010	2011	INC. / (DEC.)		2012	INC. / (DEC.)	
	BUDGET	DRAFT BUDGET	\$	%	DRAFT BUDGET	\$	%
TAXATION							
Supplementals	2,200,000	2,900,000	700,000	31.8%	2,900,000	0	0.0%
GRANT							
Library Grant	145,240	145,240	0	0.0%	145,240	0	0.0%
PAYMENT IN LIEU / OTHER							
Payment In Lieu / Other	2,800,000	2,800,000	0	0.0%	2,800,000	0	0.0%
RESERVES							
Engineering Reserve	4,500,000	4,200,000	(300,000)	-6.7%	4,300,000	100,000	2.4%
Election	985,000	0	(985,000)	-100.0%	0	0	0.0%
CIL Recreation Land Reserve	640,000	645,000	5,000	0.8%	665,000	20,000	3.1%
Finance - From Capital	1,110,000	1,350,000	240,000	21.6%	1,500,000	150,000	11.1%
Fleet Management Reserve	925,021	945,946	20,925	2.3%	978,907	32,961	3.5%
Planning Reserve	500,000	0	(500,000)	-100.0%	0	0	0.0%
Building Standards Service Continuity Reserve	200,000	650,000	450,000	225.0%	1,250,000	600,000	92.3%
Insurance Reserve	2,660,000	3,167,000	507,000	19.1%	3,367,000	200,000	6.3%
Tax Rate Stabilization Reserve	2,757,410	2,757,410	0	0.0%	2,757,410	0	0.0%
Debtenture Payment Reserve	565,000	2,602,862	2,037,862	360.7%	3,124,289	521,427	20.0%
Winterization Reserve	350,000	0	(350,000)	-100.0%	0	0	0.0%
Water & Wastewater Recovery	2,000,000	2,200,000	200,000	10.0%	2,300,000	100,000	4.5%
TOTAL RESERVES	17,192,431	18,518,218	1,325,787	7.7%	20,242,606	1,724,388	9.3%
FEES/SERVICE CHARGES/RECOVERIES							
CITY MANAGER							
Fire And Rescue Services	389,561	525,925	136,364	35.0%	525,925	0	0.0%
COMMISSIONER OF LEGAL & ADMIN. SERV.							
Clerks	30,496	31,705	1,209	4.0%	31,705	0	0.0%
Clerks - Licensing	877,145	963,710	86,565	9.9%	1,065,775	102,065	10.6%
Committee Of Adjustment	372,207	402,207	30,000	8.1%	402,207	0	0.0%
Legal Services	83,300	83,990	690	0.8%	83,990	0	0.0%
Enforcement Services	1,824,450	1,996,897	172,447	9.5%	1,996,895	(2)	0.0%
COMMISSIONER OF COMMUNITY SERVICES							
Communities In Bloom Sponsorship	15,000	15,000	0	0.0%	15,000	0	0.0%
Non-Profit Housing	9,000	9,000	0	0.0%	0	(9,000)	-100.0%
Recreation	16,920,850	17,382,160	461,310	2.7%	18,039,207	657,047	3.8%
Culture Services	0	85,050	85,050	0.0%	85,050	0	0.0%
Buildings And Facilities	181,275	186,140	4,865	2.7%	187,340	1,200	0.6%
Parks Operations	41,561	46,390	4,829	11.6%	49,510	3,120	6.7%
Cemeteries	71,855	85,575	13,720	19.1%	80,553	(5,022)	-5.9%
COMMISSIONER OF PLANNING							
Development Planning	2,433,738	2,432,170	(1,568)	-0.1%	2,485,320	53,150	2.2%
Building Standards - Licenses/Permits	7,332,500	6,956,125	(376,375)	-5.1%	6,589,615	(366,510)	-5.3%
- Plumbing Permits	445,000	500,000	55,000	12.4%	500,000	0	0.0%
- Service Charges	385,650	441,475	55,825	14.5%	441,475	0	0.0%
COMMISSIONER OF ECONOMIC & TECHNOLOGY DEVELOPMENT & COMMUNICATIONS							
Economic And Business Development	268,655	5,000	(263,655)	-98.1%	5,000	0	0.0%
Corporate Communications	84,530	0	(84,530)	-100.0%	0	0	0.0%
COMMISSIONER OF ENGINEERING & PUBLIC WORKS							
Development And Transport. Engineering	294,167	295,306	1,139	0.4%	301,526	6,220	2.1%
Engineering Services	116,322	131,350	15,028	12.9%	131,350	0	0.0%
Public Works - Operations	886,006	1,254,150	368,144	41.6%	1,254,150	0	0.0%
VAUGHAN PUBLIC LIBRARIES	278,270	282,690	4,420	1.6%	287,170	4,480	1.6%
TOTAL FEES / SERVICE CHARGES	33,341,538	34,112,015	770,477	2.3%	34,558,763	446,748	1.3%
TOTAL CORPORATE REVENUES	18,247,529	17,288,173	(959,356)	-5.3%	16,793,788	(494,385)	-2.9%
TOTAL REVENUE	73,926,738	75,763,646	1,836,908	2.5%	77,440,397	1,676,751	2.2%

**CITY OF VAUGHAN
2011-12 DRAFT OPERATING BUDGET**

REVENUE BY MAJOR SOURCE

	2010 BUDGET	2011 DRAFT BUDGET	INC. / (DEC.)		2012 DRAFT BUDGET	INC. / (DEC.)	
			\$	%		\$	%
<i>CORPORATE REVENUE DETAIL :</i>							
Fines And Penalties	4,900,000	4,900,000	0	0.0%	4,900,000	0	0.0%
Tax Certificates And Documents	534,379	435,023	(99,356)	-18.6%	440,638	5,615	1.3%
Investment Income	3,750,000	3,750,000	0	0.0%	3,250,000	(500,000)	-13.3%
Hydro Investment Income	4,853,450	4,853,450	0	0.0%	4,853,450	0	0.0%
Hydro Dividends	3,175,000	3,175,000	0	0.0%	3,175,000	0	0.0%
Provincial Offenses Act	890,000	0	(890,000)	-100.0%	0	0	0.0%
Miscellaneous Revenue	69,000	69,000	0	0.0%	69,000	0	0.0%
Purchasing	50,700	80,700	30,000	59.2%	80,700	0	0.0%
Capital Admin. Revenue	25,000	25,000	0	0.0%	25,000	0	0.0%
<i>TOTAL CORPORATE REVENUE</i>	18,247,529	17,288,173	(959,356)	-5.3%	16,793,788	(494,385)	-2.9%

CITY OF VAUGHAN
2011-12 DRAFT OPERATING BUDGET
Expenditure By Major Category (1)

	2010 BUDGET	2010 Post Adjust't	ADJUSTED		INC. / (DEC.)		2012		
			2010 BUDGET	2011 DRAFT BUDGET	\$	%	DRAFT BUDGET	\$	%
COUNCIL	1,352,306	0	1,352,306	1,356,835	4,529	0.3%	1,382,025	25,190	1.9%
OFFICE OF THE INTEGRITY COMMISSIONER	199,940	0	199,940	199,940	0	0.0%	199,940	0	0.0%
<i>City Manager</i>	907,703	(104,658)	803,045	769,085	(33,960)	-4.2%	809,162	40,077	5.2%
Operational Audit	180,710	3,490	184,200	188,143	3,943	2.1%	194,948	6,805	3.6%
Strategic Planning	206,885	3,490	210,375	214,318	3,943	1.9%	221,123	6,805	3.2%
Environment Sustainability	0	259,735	259,735	248,272	(11,463)	-4.4%	262,950	14,678	5.9%
Corporate Policy	124,510	2,885	127,395	130,659	3,264	2.6%	136,282	5,623	4.3%
Fire and Rescue Services	30,320,152	2,275,679	32,595,831	34,154,888	1,559,057	4.8%	35,077,705	922,817	2.7%
Emergency Planning	173,385	2,625	176,010	179,455	3,445	2.0%	184,751	5,296	3.0%
TOTAL CITY MANAGER	31,913,345	2,443,246	34,356,591	35,884,820	1,528,229	4.4%	36,886,921	1,002,101	2.8%
<i>Commissioner of Finance and City Treasurer</i>	393,835	7,215	401,050	400,500	(550)	-0.1%	415,196	14,696	3.7%
City Financial Services	2,702,178	45,187	2,747,365	2,855,418	108,053	3.9%	2,971,434	116,016	4.1%
Budgeting and Financial Planning	1,310,320	27,971	1,338,291	1,395,334	57,043	4.3%	1,476,527	81,193	5.8%
Reserves and Investments	1,015,908	21,148	1,037,056	1,067,991	30,935	3.0%	1,126,679	58,688	5.5%
Purchasing Services	1,172,520	19,887	1,192,407	1,228,326	35,919	3.0%	1,278,747	50,421	4.1%
TOTAL COMM. OF FINANCE AND CITY TREASURER	6,594,761	121,408	6,716,169	6,947,569	231,400	3.4%	7,268,583	321,014	4.6%
<i>Commissioner of Legal and Administrative Services</i>	359,545	17,090	376,635	385,680	9,045	2.4%	400,396	14,716	3.8%
City Clerk	3,875,159	71,307	3,946,466	4,012,819	66,353	1.7%	4,144,862	132,043	3.3%
Clerks - Licensing	548,736	8,630	557,366	600,237	42,871	7.7%	626,140	25,903	4.3%
Committee of Adjustment	524,540	8,554	533,094	540,343	7,249	1.4%	556,572	16,229	3.0%
City Clerk - Insurance	2,660,000	0	2,660,000	3,167,000	507,000	19.1%	3,367,000	200,000	6.3%
Legal Services	1,641,842	32,418	1,674,260	1,720,331	46,071	2.8%	1,792,223	71,892	4.2%
Enforcement Services	4,219,650	80,495	4,300,145	4,534,412	234,267	5.4%	4,728,791	194,379	4.3%
Human Resources	3,092,409	31,935	3,124,344	3,138,467	14,123	0.5%	3,205,973	67,506	2.2%
TOTAL COMM. OF LEGAL AND ADMINISTRATIVE SERVICES	16,921,881	250,429	17,172,310	18,099,289	926,979	5.4%	18,821,957	722,668	4.0%
<i>Commissioner of Community Services</i>	481,450	17,505	498,955	441,360	(57,595)	-11.5%	457,325	15,965	3.6%
Communities In Bloom	115,070	0	115,070	115,140	70	0.1%	115,140	0	0.0%
Community Grants and Advisory Committees	162,030	0	162,030	105,670	(56,360)	-34.8%	97,695	(7,975)	-7.5%
Recreation	17,894,336	130,650	18,024,986	18,651,515	626,529	3.5%	19,078,495	426,980	2.3%
Cultural Services	784,148	17,786	801,934	1,340,248	538,314	67.1%	1,367,376	27,128	2.0%
Buildings and Facilities	19,776,258	131,250	19,907,508	20,310,379	402,871	2.0%	20,955,666	645,287	3.2%
Fleet Management	925,021	5,340	930,361	957,946	27,585	3.0%	991,407	33,461	3.5%
Parks Operations	11,342,414	175,296	11,517,710	11,978,638	460,928	4.0%	12,405,841	427,203	3.6%
Parks Development	1,065,485	17,594	1,083,079	1,126,006	42,927	4.0%	1,184,629	58,623	5.2%
TOTAL COMMISSIONER OF COMMUNITY SERVICES	52,546,212	495,421	53,041,633	55,026,902	1,985,269	3.7%	56,653,574	1,626,672	3.0%
<i>Commissioner of Planning</i>	333,685	17,090	350,775	359,850	9,075	2.6%	374,701	14,851	4.1%
Development Planning	2,535,410	50,291	2,585,701	2,764,351	178,650	6.9%	2,888,337	123,986	4.5%
Policy Planning	1,291,090	23,746	1,314,836	1,135,510	(179,326)	-13.6%	1,202,921	67,411	5.9%
Building Standards	5,972,930	114,662	6,087,592	6,247,974	160,382	2.6%	6,496,204	248,230	4.0%
TOTAL COMMISSIONER OF PLANNING	10,133,115	205,789	10,338,904	10,507,685	168,781	1.6%	10,962,163	454,478	4.3%
<i>Commissioner of Economic and Technology Development and Communications</i>	234,835	2,145	236,980	248,808	11,828	5.0%	259,741	10,933	4.4%
Economic and Business Development	1,638,311	(135,339)	1,502,972	1,198,948	(304,024)	-20.2%	1,244,089	45,141	3.8%
Access Vaughan	707,770	9,847	717,617	769,279	51,662	7.2%	798,121	28,842	3.7%
Information and Technology Management	6,853,145	98,844	6,951,989	7,091,918	139,929	2.0%	7,270,758	178,840	2.5%
Corporate Communications	1,534,755	22,205	1,556,960	1,042,948	(514,012)	-33.0%	1,079,960	37,012	3.5%
TOTAL COMMISSIONER OF ECONOMIC AND TECHNOLOGY DEVELOPMENT AND CORPORATE COMMUNICATIONS	10,968,816	(2,298)	10,966,518	10,351,901	(614,617)	-5.6%	10,652,669	300,768	2.9%
<i>Commissioner of Engineering and Public Works</i>	327,400	17,090	344,490	353,000	8,510	2.5%	367,696	14,696	4.2%
Development and Transport. Engineering	3,610,735	73,621	3,684,356	3,779,097	94,741	2.6%	3,979,423	200,326	5.3%
Engineering Services	3,490,410	54,961	3,545,371	3,678,322	132,951	3.7%	3,807,761	129,439	3.5%
Public Works	28,837,080	66,906	28,903,986	30,295,461	1,391,475	4.8%	31,542,971	1,247,510	4.1%
TOTAL COMMISSIONER OF ENGINEERING SERVICES AND PUBLIC WORKS	36,265,625	212,578	36,478,203	38,105,880	1,627,677	4.5%	39,697,851	1,591,971	4.2%
VAUGHAN PUBLIC LIBRARIES	11,493,450	168,000	11,661,450	12,334,185	672,735	5.8%	12,827,295	493,110	4.0%
TOTAL DEPARTMENTAL EXPENDITURES	178,389,451	3,894,573	182,284,024	188,815,006	6,530,982	3.6%	195,352,978	6,537,972	3.5%
CORPORATE AND ELECTION	6,469,015	0	6,469,015	5,178,845	(1,290,170)	-19.9%	4,211,845	(967,000)	-18.7%
LONG TERM DEBT	9,000,000	0	9,000,000	12,087,862	3,087,862	34.3%	14,059,289	1,971,427	16.3%
CONTINGENCY	4,966,435	(3,894,573)	1,071,862	1,559,066	487,204	45.5%	2,363,575	804,509	51.6%
CAPITAL FROM TAXATION	6,629,522	0	6,629,522	6,629,522	0	0.0%	6,629,522	0	0.0%
TOTAL EXPENDITURES	205,454,423	0	205,454,423	214,270,301	8,815,878	4.3%	222,617,209	8,346,908	3.9%

(1) - EXPENSES ARE NET OF HYDRO JOINT SERVICES REVENUE AND LIBRARY JOINT SERVICE CHARGES.

**CITY OF VAUGHAN
2011-12 DRAFT OPERATING BUDGET
Expenditure By Major Category (1)**

CORPORATE AND ELECTION DETAIL :

RESERVE CONTRIBUTIONS:

	2010 BUDGET	2010 Post Adjust't	ADJUSTED 2010 BUDGET	2011 DRAFT BUDGET	INC. / (DEC.) \$ %		2012 DRAFT BUDGET	\$	%
1998 & Prior Bldg & Facil. Infrast. Res.	825,000		825,000	825,000	0	0.0%	825,000	0	0.0%
Post 1998 Bldg & Facil. Infrast. Res.	1,259,000		1,259,000	1,259,000	0	0.0%	1,659,000	400,000	31.8%
Roads Infrastructure Res.	475,000		475,000	475,000	0	0.0%	475,000	0	0.0%
Parks Infrastructure Res.	275,000		275,000	275,000	0	0.0%	275,000	0	0.0%
Bldg Stds. Service Continuity Res.	0		0	0	0	0.0%	0	0	0.0%
Election Reserve Contribution	200,000		200,000	300,000	100,000	50.0%	300,000	0	0.0%
TOTAL RESERVE CONTRIBUTIONS	3,034,000		3,034,000	3,134,000	100,000	3.3%	3,534,000	400,000	12.8%

CORPORATE EXPENDITURES:

Bank Charges	90,000		90,000	110,000	20,000	22.2%	125,000	15,000	13.6%
Professional Fees	236,820		236,820	240,000	3,180	1.3%	240,000	0	0.0%
Major Omb Hearings - Professional Fees	400,000		400,000	400,000	0	0.0%	400,000	0	0.0%
Joint Services (Payroll/Cashiering)	513,225		513,225	460,000	(53,225)	-10.4%	473,000	13,000	2.8%
Sundry	34,900		34,900	20,000	(14,900)	-42.7%	20,000	0	0.0%
City Hall Funding	1,000,000		1,000,000	1,000,000	0	0.0%	0	(1,000,000)	-100.0%
Tax Adjustments	1,400,000		1,400,000	1,400,000	0	0.0%	1,450,000	50,000	3.6%
Corporate Insurance	727,650		727,650	866,345	138,695	19.1%	921,045	54,700	6.3%
Amo Membership	18,050		18,050	18,500	450	2.5%	18,800	300	1.6%
Conferences	29,370		29,370	30,000	630	2.1%	30,000	0	0.0%
Election	985,000		985,000	0	(985,000)	-100.0%	0	0	0.0%
Anticipated Labour Savings	(2,000,000)		(2,000,000)	(2,500,000)	(500,000)	25.0%	(3,000,000)	(500,000)	20.0%

TOTAL CORPORATE EXPENDITURES

	3,435,015		3,435,015	2,044,845	(1,390,170)	-40.5%	677,845	(1,367,000)	-66.9%
--	-----------	--	-----------	-----------	-------------	--------	---------	-------------	--------

TOTAL RESERVE CONTRIBUTIONS AND CORP. EXPEND

	6,469,015		6,469,015	5,178,845	(1,290,170)	-19.9%	4,211,845	(967,000)	-18.7%
--	-----------	--	-----------	-----------	-------------	--------	-----------	-----------	--------

**CITY OF VAUGHAN
2011-12 DRAFT OPERATING BUDGET**

EXPENDITURE DETAILS BY DEPARTMENT

	2010	2010	ADJUSTED	2011	2010-2011		2012	2011-2012	
	BUDGET	Post Adjust't	2010 BUDGET	DRAFT BUDGET	INC. / (DEC.) \$	%	DRAFT BUDGET	INC. / (DEC.) \$	%
DEPARTMENTAL DETAILS:									
COUNCIL	1,352,306	0	1,352,306	1,356,835	4,529	0.3%	1,382,025	25,190	1.9%
OFFICE OF THE INTEGRITY COMMISSIONER	199,940	0	199,940	199,940	0	0.0%	199,940	0	0.0%
CITY MANAGER	907,703	(104,658)	803,045	769,085	(33,960)	-4.2%	809,162	40,077	5.2%
OPERATIONAL AUDIT	180,710	3,490	184,200	188,143	3,943	2.1%	194,948	6,805	3.6%
STRATEGIC PLANNING	206,885	3,490	210,375	214,318	3,943	1.9%	221,123	6,805	3.2%
ENVIRONMENTAL SUSTAINABILITY	0	259,735	259,735	248,272	(11,463)	-4.4%	262,950	14,678	5.9%
CORPORATE POLICY	124,510	2,885	127,395	130,659	3,264	2.6%	136,282	5,623	4.3%
FIRE AND RESCUE SERVICES DETAIL:									
FIRE ADMINISTRATION	1,023,765	17,600	1,041,365	1,155,282	113,917	10.9%	1,239,059	83,777	7.3%
FIRE COMMUNICATION	1,049,895	71,240	1,121,135	1,337,612	216,477	19.3%	1,352,299	14,687	1.1%
FIRE MECHANICAL	569,905	31,810	601,715	609,231	7,516	1.2%	614,300	5,069	0.8%
FIRE PREVENTION	1,656,160	138,585	1,794,745	1,860,800	66,055	3.7%	1,893,453	32,653	1.8%
FIRE OPERATIONS	25,294,897	1,950,479	27,245,376	28,404,319	1,158,943	4.3%	29,181,977	777,658	2.7%
FIRE TRAINING	649,560	65,965	715,525	704,774	(10,751)	-1.5%	713,232	8,458	1.2%
EMERGENCY MEDICAL PROGRAM	75,970	0	75,970	82,870	6,900	9.1%	83,385	515	0.6%
TOTAL FIRE AND RESCUE SERVICES	30,320,152	2,275,679	32,595,831	34,154,888	1,559,057	4.8%	35,077,705	922,817	2.6%
EMERGENCY PLANNING	173,385	2,625	176,010	179,455	3,445	2.0%	184,751	5,296	3.0%
COMMISSIONER OF FINANCE AND CITY TREASURER	393,835	7,215	401,050	400,500	(550)	-0.1%	415,196	14,696	3.7%
CITY FINANCIAL SERVICES DETAIL:									
CITY FINANCIAL SERVICES ADMINISTRATION	272,550	6,565	279,115	290,038	10,923	3.9%	301,775	11,737	4.0%
ACCOUNTING SERVICES	1,153,218	18,592	1,171,810	1,236,653	64,843	5.5%	1,289,189	52,536	4.2%
TAXATION AND PROPERTY ASSESSMENT	1,214,895	18,803	1,233,698	1,264,159	30,461	2.5%	1,312,394	48,235	3.8%
PAYROLL SERVICES	61,515	1,227	62,742	64,568	1,826	2.9%	68,076	3,508	5.4%
TOTAL CITY FINANCIAL SERVICES	2,702,178	45,187	2,747,365	2,855,418	108,053	3.9%	2,971,434	116,016	3.9%
BUDGETING AND FINANCIAL PLANNING DETAIL:									
BUDGETING ADMINISTRATION	262,064	5,594	267,658	279,067	11,409	4.3%	295,305	16,239	5.8%
BUDGETING	458,612	9,790	468,402	488,367	19,965	4.3%	516,784	28,418	5.8%
FINANCIAL PLANNING	327,580	6,993	334,573	348,834	14,261	4.3%	369,132	20,298	5.8%
ACTIVITY COSTING	262,064	5,594	267,658	279,067	11,409	4.3%	295,305	16,239	5.8%
TOTAL BUDGETING AND FINANCIAL PLANNING	1,310,320	27,971	1,338,291	1,395,334	57,043	4.3%	1,476,527	81,193	5.5%
RESERVES AND INVESTMENTS	1,015,908	21,148	1,037,056	1,067,991	30,935	3.0%	1,126,679	58,688	5.5%
PURCHASING SERVICES	1,172,520	19,887	1,192,407	1,228,326	35,919	3.0%	1,278,747	50,421	4.1%
COMMISSIONER OF LEGAL AND ADMINISTRATIVE SERVICES	359,545	17,090	376,635	385,680	9,045	2.4%	400,396	14,716	3.8%
CITY CLERK DETAILS:									
CLERKS ADMINISTRATION	1,036,469	33,993	1,070,462	1,171,648	101,186	9.5%	1,282,108	110,460	9.4%
RECORDS MANAGEMENT	524,960	968	525,928	340,393	(185,535)	-35.3%	343,931	3,538	1.0%
ARCHIVAL SERVICES	199,215	6,712	205,927	209,174	3,247	1.6%	209,944	770	0.4%
ACCESS AND PRIVACY	0	0	0	201,369	201,369	0.0%	205,189	3,820	1.9%
MAILROOM / PRINTSHOP / COURIER SERVICES	790,215	2,773	792,988	802,955	9,967	1.3%	811,335	8,380	1.0%
LICENSING AND SPECIAL PROJECTS	548,736	8,630	557,366	600,237	42,871	7.7%	626,140	25,903	4.3%
COMMITTEE OF ADJUSTMENT AND DEVELOP. S	524,540	8,554	533,094	540,343	7,249	1.4%	556,572	16,229	3.0%
COUNCIL CORPORATE	118,100	0	118,100	118,100	0	0.0%	118,100	0	0.0%
COUNCIL ADMINISTRATIVE ASSISTANTS	1,206,200	26,861	1,233,061	1,169,180	(63,881)	-5.2%	1,174,255	5,075	0.4%
TOTAL CITY CLERK	4,948,435	88,491	5,036,926	5,153,399	116,473	2.3%	5,327,574	174,175	3.3%
CITY CLERK - INSURANCE	2,660,000	0	2,660,000	3,167,000	507,000	19.1%	3,367,000	200,000	6.3%
LEGAL SERVICES DETAIL:									
LEGAL SERVICES ADMINISTRATION	1,278,987	25,870	1,304,857	1,355,246	50,389	3.9%	1,422,460	67,214	5.0%
REGISTRATION FEES	25,000	(1)	24,999	25,000	1	0.0%	25,000	0	0.0%
REAL ESTATE	337,855	6,549	344,404	340,085	(4,319)	-1.3%	344,763	4,678	1.4%
TOTAL LEGAL SERVICES	1,641,842	32,418	1,674,260	1,720,331	46,071	2.8%	1,792,223	71,892	4.0%
ENFORCEMENT SERVICES DETAIL:									
ENFORCEMENT SERVICES ADMINISTRATION	3,519,650	38,300	3,557,950	3,722,277	164,327	4.6%	3,896,591	174,314	4.7%
ANIMAL CONTROL	700,000	42,195	742,195	812,135	69,940	9.4%	832,200	20,065	2.5%
TOTAL ENFORCEMENT SERVICES	4,219,650	80,495	4,300,145	4,534,412	234,267	5.4%	4,728,791	194,379	4.1%

**CITY OF VAUGHAN
2011-12 DRAFT OPERATING BUDGET**

EXPENDITURE DETAILS BY DEPARTMENT

	2010	2010	ADJUSTED	2011	2010-2011		2012	2011-2012	
	BUDGET	Post Adjust't	2010 BUDGET	DRAFT BUDGET	INC. / (DEC.) \$	%	DRAFT BUDGET	INC. / (DEC.) \$	%
DEPARTMENTAL DETAILS:									
HUMAN RESOURCES DETAIL:									
HUMAN RESOURCES ADMINISTRATION	60,750	0	60,750	60,750	0	0.0%	60,750	0	0.0%
LEARNING AND DEVELOPMENT	346,190	3,175	349,365	236,480	(112,885)	-32.3%	237,005	525	0.2%
EMPLOYEE RELATIONSHIPS	778,245	8,173	786,418	808,525	22,107	2.8%	814,785	6,260	0.8%
EMPLOYEE SERVICES	517,215	10,556	527,771	586,867	59,096	11.2%	642,273	55,406	9.4%
CROSSING GUARDS	942,070	0	942,070	945,481	3,411	0.4%	945,480	(1)	0.0%
COMPENSATION BENEFITS & HEALTH AND SAFETY	447,939	10,031	457,970	500,364	42,394	9.3%	505,680	5,316	1.1%
TOTAL HUMAN RESOURCES	3,092,409	31,935	3,124,344	3,138,467	14,123	0.5%	3,205,973	67,506	2.1%
COMMISSIONER OF COMMUNITY SERVICES									
	481,450	17,505	498,955	441,360	(57,595)	-11.5%	457,325	15,965	3.6%
COMMUNITIES IN BLOOM	115,070	0	115,070	115,140	70	0.1%	115,140	0	0.0%
COMMUNITY GRANTS AND ADVISORY COMMITTEES	162,030	0	162,030	105,670	(56,360)	-34.8%	97,695	(7,975)	-7.5%
RECREATION DETAIL:									
RECREATION ADMINISTRATION	5,189,488	64,445	5,253,933	5,568,086	314,153	6.0%	5,716,451	148,365	2.7%
PROGRAMMES ADMINISTRATION	491,989	5,835	497,824	457,193	(40,631)	-8.2%	461,425	4,232	0.9%
AQUATICS	3,377,096	23,180	3,400,276	3,697,665	297,389	8.7%	3,719,845	22,180	0.6%
FITNESS	1,775,930	12,205	1,788,135	1,846,833	58,698	3.3%	2,053,583	206,750	11.2%
GENERAL PROGRAMMES	2,815,400	23,605	2,839,005	2,767,139	(71,866)	-2.5%	2,787,245	20,106	0.7%
CAMPS	1,428,965	0	1,428,965	1,458,152	29,187	2.0%	1,458,152	0	0.0%
SKATING	55,875	0	55,875	59,335	3,460	6.2%	59,335	0	0.0%
CITY PLAYHOUSE	455,853	0	455,853	467,050	11,197	2.5%	468,457	1,407	0.3%
PERMITS (VAUGHAN HOCKEY SUBSIDY)	1,124,185	0	1,124,185	1,130,130	5,945	0.5%	1,152,733	22,603	2.0%
SPECIAL NEEDS/VOLUNTEER DEVELOPMENT	141,055	1,380	142,435	150,432	7,997	5.6%	151,769	1,337	0.9%
YORK REGION TRANSIT TICKETING	1,030,000	0	1,030,000	1,030,000	0	0.0%	1,030,000	0	0.0%
OTHER PROGRAMMES	8,500	0	8,500	19,500	11,000	129.4%	19,500	0	0.0%
TOTAL RECREATION	17,894,336	130,650	18,024,986	18,651,515	626,529	3.5%	19,078,495	426,980	2.2%
CULTURAL SERVICES DETAIL:									
CULTURAL SERVICES ADMINISTRATION	675,869	17,786	693,655	708,311	14,656	2.1%	733,686	25,375	3.6%
VAUGHAN CULTURAL INTERPRETIVE CENTER	9,880	0	9,880	9,880	0	0.0%	9,880	0	0.0%
DOORS OPEN VAUGHAN	65,500	0	65,500	68,470	2,970	4.5%	68,470	0	0.0%
SPECIAL EVENTS	0	0	0	520,687	520,687	0.0%	522,440	1,753	0.3%
FESTIVAL OF THE ARTS	16,499	0	16,499	16,500	1	0.0%	16,500	0	0.0%
HERITAGE VAUGHAN	16,400	0	16,400	16,400	0	0.0%	16,400	0	0.0%
TOTAL CULTURAL SERVICES	784,148	17,786	801,934	1,340,248	538,314	67.1%	1,367,376	27,128	2.0%
BUILDINGS AND FACILITIES DETAIL:									
ADMINISTRATION	2,397,010	37,010	2,434,020	2,541,142	107,122	4.4%	2,700,256	159,114	6.3%
TRADES SHOPS	684,170	10,750	694,920	679,795	(15,125)	-2.2%	712,436	32,641	4.8%
CIVIC CENTRE	573,970	405	574,375	130,897	(443,478)	-77.2%	196,455	65,558	50.1%
BUILDING OPERATIONS	16,121,108	83,085	16,204,193	16,958,545	754,352	4.7%	17,346,519	387,974	2.3%
TOTAL BUILDINGS AND FACILITIES	19,776,258	131,250	19,907,508	20,310,379	402,871	2.0%	20,955,666	645,287	3.1%
FLEET MANAGEMENT DETAIL:									
FLEET MANAGEMENT ADMINISTRATION	444,502	5,340	449,842	468,526	18,684	4.2%	489,932	21,406	4.6%
FLEET MANAGEMENT SERVICES	480,519	0	480,519	489,420	8,901	1.9%	501,475	12,055	2.5%
TOTAL FLEET MANAGEMENT	925,021	5,340	930,361	957,946	27,585	3.0%	991,407	33,461	3.4%
PARKS OPERATIONS DETAIL:									
PARKS ADMINISTRATION	1,770,575	31,280	1,801,855	1,714,034	(87,821)	-4.9%	1,811,868	97,834	5.7%
OPERATIONS	6,498,038	97,076	6,595,114	7,056,135	461,021	7.0%	7,271,568	215,433	3.1%
FORESTRY	1,293,432	31,820	1,325,252	1,447,477	122,225	9.2%	1,497,006	49,529	3.4%
CEMETERIES / CAPITAL PROJECTS	1,780,369	15,120	1,795,489	1,760,992	(34,497)	-1.9%	1,825,399	64,407	3.7%
TOTAL PARKS OPERATIONS	11,342,414	175,296	11,517,710	11,978,638	460,928	4.0%	12,405,841	427,203	3.4%
PARKS DEVELOPMENT	1,065,485	17,594	1,083,079	1,126,006	42,927	4.0%	1,184,629	58,623	5.2%
COMMISSIONER OF PLANNING	333,685	17,090	350,775	359,850	9,075	2.6%	374,701	14,851	4.1%
DEVELOPMENT PLANNING DETAIL:									
PLANNING ADMINISTRATION	406,893	6,196	413,089	455,818	42,729	10.3%	496,618	40,800	9.0%
DEVELOPMENT PLANNING	1,892,433	40,446	1,932,879	2,060,770	127,891	6.6%	2,133,537	72,767	3.5%
DRAFTING	236,084	3,649	239,733	247,763	8,030	3.3%	258,182	10,419	4.2%

**CITY OF VAUGHAN
2011-12 DRAFT OPERATING BUDGET**

EXPENDITURE DETAILS BY DEPARTMENT

	2010	2010	ADJUSTED	2011	2010-2011		2012	2011-2012	
	BUDGET	Post Adjust't	2010 BUDGET	DRAFT BUDGET	INC. / (DEC.) \$	%	DRAFT BUDGET	INC. / (DEC.) \$	%
DEPARTMENTAL DETAILS:									
TOTAL DEVELOPMENT PLANNING	2,535,410	50,291	2,585,701	2,764,351	178,650	6.9%	2,888,337	123,986	4.3%
POLICY PLANNING	1,291,090	23,746	1,314,836	1,135,510	(179,326)	-13.6%	1,202,921	67,411	5.9%
BUILDING STANDARDS	5,972,930	114,662	6,087,592	6,247,974	160,382	2.6%	6,496,204	248,230	4.0%
COMMISSIONER OF ECONOMIC AND TECHNOLOGY DEVELOPMENT AND CORP. COMMUNICATIONS									
ECONOMIC AND BUSINESS DEVELOPMENT DETAIL:	234,835	2,145	236,980	248,808	11,828	5.0%	259,741	10,933	4.4%
ECONOMIC AND BUSINESS DEVELOP. ADMIN.	781,975	(96,838)	685,137	719,823	34,686	5.1%	757,814	37,991	5.3%
BUSINESS DEVELOPMENT	471,125	4,149	475,274	381,630	(93,644)	-19.7%	388,780	7,150	1.9%
MARKETING	84,901	0	84,901	97,495	12,594	14.8%	97,495	0	0.0%
TOURISM	257,660	0	257,660	0	(257,660)	-100.0%	0	0	0.0%
ENVIRONMENT	42,650	(42,650)	0	0	0	0.0%	0	0	0.0%
TOTAL ECONOMIC AND BUSINESS DEVELOPMENT	1,638,311	(135,339)	1,502,972	1,198,948	(304,024)	-20.2%	1,244,089	45,141	3.6%
ACCESS VAUGHAN	707,770	9,847	717,617	769,279	51,662	7.2%	798,121	28,842	3.7%
INFORMATION TECHNOLOGY MANAGEMENT DETAIL:									
CHIEF INFORMATION OFFICER	335,322	6,195	341,517	477,522	136,005	39.8%	627,081	149,559	31.3%
TECHNICAL SERVICES	2,898,583	22,230	2,920,813	2,836,209	(84,604)	-2.9%	2,824,340	(11,869)	-0.4%
BUSINESS SOLUTIONS	2,552,985	51,747	2,604,732	2,645,759	41,027	1.6%	2,672,861	27,102	1.0%
CLIENT SERVICES	1,066,255	18,672	1,084,927	1,132,428	47,501	4.4%	1,146,476	14,048	1.2%
TOTAL INFORMATION TECHNOLOGY MANAGEMENT	6,853,145	98,844	6,951,989	7,091,918	139,929	2.0%	7,270,758	178,840	2.5%
CORPORATE COMMUNICATIONS ADMINISTRATION	1,534,755	22,205	1,556,960	1,042,948	(514,012)	-33.0%	1,079,960	37,012	3.5%
COMMISSIONER OF ENGINEERING SERVICES AND PUBLIC WORKS									
ENGINEERING SERVICES DETAIL:	327,400	17,090	344,490	353,000	8,510	2.5%	367,696	14,696	4.2%
DEVELOPMENT AND TRANSPORTATION ENGINEERING SERVICES	3,610,735	73,621	3,684,356	3,779,097	94,741	2.6%	3,979,423	200,326	5.3%
TOTAL ENGINEERING SERVICES	3,490,410	54,961	3,545,371	3,678,322	132,951	3.7%	3,807,761	129,439	3.5%
TOTAL ENGINEERING SERVICES	7,101,145	128,582	7,229,727	7,457,419	227,692	3.1%	7,787,184	329,765	4.2%
PUBLIC WORKS DETAIL:									
PUBLIC WORKS ADMINISTRATION	1,998,180	19,962	2,018,142	2,195,670	177,528	8.8%	2,286,758	91,088	4.1%
ROADS MAINTENANCE	8,514,790	34,743	8,549,533	9,185,446	635,913	7.4%	9,749,229	563,783	6.1%
WINTER CONTROL	9,496,570	4,770	9,501,340	9,595,973	94,633	1.0%	9,830,395	234,422	2.4%
WASTE MANAGEMENT	8,827,540	7,431	8,834,971	9,318,372	483,401	5.5%	9,676,589	358,217	3.8%
TOTAL PUBLIC WORKS	28,837,080	66,906	28,903,986	30,295,461	1,391,475	4.8%	31,542,971	1,247,510	4.0%
VAUGHAN PUBLIC LIBRARIES DETAIL:									
PERSONNEL AND ADMINISTRATION	8,269,610	168,000	8,437,610	8,924,366	486,756	5.8%	9,281,154	356,788	4.0%
COMMUNICATIONS	385,750	0	385,750	408,003	22,253	5.8%	424,315	16,312	4.0%
RESOURCES	1,877,530	0	1,877,530	1,985,842	108,312	5.8%	2,065,235	79,392	4.0%
FACILITIES	960,560	0	960,560	1,015,974	55,414	5.8%	1,056,591	40,618	4.0%
TOTAL VAUGHAN PUBLIC LIBRARY	11,493,450	168,000	11,661,450	12,334,185	672,735	5.8%	12,827,295	493,110	3.8%
TOTAL DEPARTMENTAL EXPENDITURES	178,389,451	3,894,573	182,284,024	188,815,006	6,530,982	3.6%	195,352,978	6,537,972	3.3%



CITY OF VAUGHAN

2011-12 DRAFT OPERATING BUDGET

*BASE-BUDGET MAJOR BUDGET
CHANGE SUMMARY*

Guideline Expenditure Increase	2011 Budget Change			2012 Budget Change		
	\$	%	Tax Rate	\$	%	Tax Rate
Labour Costs						
<i>Volume related increases</i>						
-Gapping 2010 Complements	80,000					
-Animal control reallocation	649,000					
-FY Impact Fire Hall 7-10	375,000					
<i>Rate based increases</i>						
-Fire retention, prog., & agreement	1,079,300			691,503		
-Library market & econ. adj.	647,000			472,720		
-Non-union adj.	757,820			1,205,916		
-Perm P/T union adj.	410,000			182,000		
-Clerical & hourly union adj.	1,017,000			1,428,000		
-Progression/evals	270,510			434,303		
-Misc.	24,514		3.95%	50,142		3.12%
	5,310,144	4.2%		4,464,584	3.3%	
Contractual Obligations						
-Animal Control	Combined			Price	Volume	Combined
	(699,995)			0	0	0
-Operating Leases	153,000			0	205,000	205,000
-Roads and Streetlight mtce	205,000			102,000	26,722	128,722
-Winter Control	175,000			0	190,819	190,819
-Green/Blue Bin recycling	262,800			0	147,815	147,815
-Waste Mgmt	223,700			0	0	0
-Fire dispatch system	115,300			186,560	172,314	358,874
-ITM, Parks, B&F etc	339,214			448,780	582,549	
	774,019	1.4%	0.58%	1,031,329		0.72%
Utilities	161,483	2.1%	0.12%	257,579	210,747	0.33%
Insurance						
Dept. Insurance Allocations	367,085	19.1%	0.27%	144,805		0.10%
Insurance premium & deductible *	507,000	19.1%	0.38%	200,000		0.14%
*neutral impact by resv. offset						
Other Items						
Fire Retention 2 yr partial phase-in offset	(300,000)			228,928		0.16%
Professional Fees Budget Savings	(140,000)				150,000	
Eco. Dev. Tourism (professional fees)	(100,000)				78,928	
Other	(48,749)					
	(588,749)	-2.0%	-0.44%			
Department Expenditure Change	6,530,982	3.6%	4.85%	6,537,972	3.5%	4.57%
Guideline Fees / Service Charges Increase						
Recreation	461,311	2.7%	0.34%	657,047	3.8%	0.46%
Public Works - Waste	400,000	41.6%	0.30%			
Enforcement Services	172,447	9.5%	0.13%			
Fire & Rescue Services	136,364	35.0%	0.10%			
Licensing	86,565	9.9%	0.06%	118,564	10.6%	0.08%
Building Standards	(265,550)	-3.3%	-0.20%	(366,510)	-4.6%	-0.26%
Economic Business Development	(263,655)	-98.1%	-0.20%	37,647		0.03%
Other	42,995		0.03%			
	770,477	2.3%	0.57%	446,748	1.3%	0.31%
Department Fees & Service Charges Change	5,760,505	4.28%		6,091,224	4.26%	
Net Department Change (Excl. Reserve Transfers)						

Guideline Expenditure Increase	2011 Budget Change		2012 Budget Change	
	\$	%	\$	%
Corporate Expenditures				
Long Term Debt (LTD)		34.3%	1,971,427	16.3%
Contingency		45.5%	804,509	51.6%
General Corp Elections				
Corporate Insurance	138,695		54,700	
Election Reserve Contribution	100,000		0	
Election Costs	(985,000)		0	
Anticipated Labour Savings	(500,000)		(500,000)	
Infrastructure Contrib.	0		400,000	
City Hall Funding	0		(1,000,000)	
Other	(43,865)	-10.9%	(967,000)	-8.9%
Corporate Expenditure Change	2,284,896	9.0%	1,808,936	6.6%
Corporate Revenues				
Supplemental Taxation	700,000	31.8%	0	0.0%
Debtenture Payment Reserve	2,037,862	360.7%	521,427	20.0%
BS Continuity Reserve	450,000	225.0%	600,000	92.3%
Insurance Reserve	507,000	19.1%	200,000	6.3%
Finance from Capital	240,000	21.6%	150,000	11.1%
Water & Wastewater Recovery	200,000	10.0%	100,000	4.5%
Election Expenses	(985,000)	-100.0%	0	0.0%
Planning Reserve	(500,000)	-100.0%	0	0.0%
Winterization Reserve Phase Out	(350,000)	-100.0%	0	0.0%
Engineering Reserve	(300,000)	-6.7%	100,000	2.4%
Other Reserve Withdrawals	25,925	0.6%	52,961	1.2%
Provincial Offenses Act (POA)	(890,000)	-100.0%	0	0.0%
Investment Income	0	0.0%	(500,000)	-13.3%
Other Corporate Revenue	(69,356)	-5.3%	5,615	-2.9%
Corporate Revenue Change	1,066,431	2.6%	1,230,003	2.9%
Net Corporate Change	1,218,465	5.3%	578,933	4.8%
Net Department & Corporate Change	6,978,970	3.4%	6,670,157	3.1%
Less: Assessment Growth (Estimate)	4,130,432	3.17%	3,825,785	2.75%
Less: POA Regional Tax Shift	1,393,268			
Total Budget Change	1,455,270	1.08%	2,844,372	1.99%



CITY OF VAUGHAN

2011-12 DRAFT
OPERATING BUDGET

*BASE-BUDGET FULL-TIME
EQUIVALENTS (FTE) SUMMARY*

**FULL TIME EQUIVALENTS (FTEs)
2011 FTE CHANGE SUMMARY**

Department	2010 FTEs	Approved Complement Gapping	Department Transfers	Allowable Adjustments	Total Changes	2011 FTEs
City Manager	6.0		(1.0)		(1.0)	5.0
Operational Audit	1.0				0.0	1.0
Strategic Planning	1.0				0.0	1.0
Environmental Sustainability	0.0		2.0		2.0	2.0
Corporate Policy	1.0				0.0	1.0
Fire and Rescue Services	283.4	5.0		(1.2)	3.8	287.2
Emergency Planning	1.3				0.0	1.3
Sub-Total	293.7	5.0	1.0	(1.2)	4.8	298.5
Comm. of Finance and Corporate Services	2.7				0.0	2.7
City Financial Services	31.1	0.3		(0.1)	0.2	31.3
Budgeting and Financial Planning	12.0				0.0	12.0
Reserves and Investments	10.0				0.0	10.0
Purchasing Services	12.2			0.1	0.1	12.3
Sub-Total	68.0	0.3	0.0	0.0	0.3	68.3
Comm. of Legal and Administrative Services Administrative Services	2.0				0.0	2.0
City Clerk	47.9			(0.1)	(0.1)	47.8
Legal Services	11.7				0.0	11.7
Enforcement Services	40.7			10.4	10.4	51.1
Human Resources	63.8				0.0	63.8
Sub-Total	166.1	0.0	0.0	10.3	10.3	176.4
Comm. of Community Services	2.8				0.0	2.8
Safe City Committee	1.0		(1.0)		(1.0)	0.0
Recreation	283.9			18.0	18.0	301.9
Cultural Services	6.2		3.3	(0.7)	2.6	8.8
Buildings and Facilities	106.5	0.5		0.1	0.6	107.1
Fleet Management	9.0				0.0	9.0
Parks Operations	112.1		1.0	0.3	1.3	113.4
Parks Development	11.5			(0.1)	(0.1)	11.4
Sub-Total	532.9	0.5	3.3	17.6	21.4	554.4
Comm. of Planning	2.0				0.0	2.0
Development Planning	26.4		1.0		1.0	27.4
Policy Planning	10.0		(1.0)		(1.0)	9.0
Building Standards	63.7			(0.3)	(0.3)	63.4
Sub-Total	102.1	0.0	0.0	(0.3)	(0.3)	101.8
Comm. of Economic & Technology Development and Communications	1.0				0.0	1.0
Econ. and Business Development	11.7		(1.0)	(2.0)	(3.0)	8.7
Access Vaughan	9.6				0.0	9.6
Information and Technology Mgmt.	38.0	0.5			0.5	38.5
Corporate Communications	10.3		(3.3)		(3.3)	7.0
Sub-Total	70.6	0.5	(4.3)	(2.0)	(5.8)	64.8
Comm. of Engineering and Public Works	2.0				0.0	2.0
Development/Transport. Engineering	36.3			0.1	0.1	36.4
Engineering Services	33.6				0.0	33.6
Public Works - Operations	63.9			0.8	0.8	64.7
Sub-Total	135.9	0.0	0.0	0.9	0.9	136.7
Vaughan Public Library (VPL)	143.2	0.5		(2.1)	(1.6)	141.6
Citywide Turnover/General Gapping	(25.6)			(3.0)	(3.0)	(28.6)
Total	1486.9	6.8	(0.0)	20.1	26.9	1513.8

NOTE

*Full year impact of 2010 complements will be experienced in 2011 approximately \$414k

**2012 FTE Change Summary is not included as 2011/12 ARR's and gapping have not been determined. This schedule will be updated as those figures become available



CITY OF VAUGHAN

2011-12 DRAFT OPERATING BUDGET

*ANALYSIS & OTHER
INFORMATION*

BASE BUDGET ANALYSIS & OTHER INFORMATION

1. Major 2011/2012 Budget Adjustments

While attempting to minimize potential tax rate increases, the 2011/2012 Draft Operating Budget is challenged by specific pressures. The illustration below provides a clear picture of the pressures experienced in the base budget.

Major 2011/2012 Base Budget Adjustments	2011		2012	
	\$	Rate incr.	\$	Rate incr.
Base Budget Change	1,455,270	1.08%	2,844,372	1.99%
Less: Major Improvements & Servicing Increases				
Roads Program - debenture repayments	1,000,000	0.74%	1,500,000	1.05%
Infrastructure Contribution			400,000	0.28%
Insurance Premiums	509,000	0.38%	200,000	0.14%
Subtotal	1,509,000	1.12%	2,100,000	1.47%
Less: Unanticipated Revenue Reductions				
Planning Reserve	500,000	0.37%		
Assessment Growth - \$ decline	388,000	0.29%	390,000	0.27%
Investment Income Realignment			500,000	0.35%
Subtotal	888,000	0.66%	890,000	0.62%
Base Budget Excluding Major Adjustments	(941,730)	-0.70%	(145,628)	-0.10%

2. Overall Reasonability Test – Department Adherence to Guidelines

A reasonability test was performed on the overall percentage increase in departmental expenditures to ensure compliance with the approved budget guidelines. Overall 2011 departmental expenditures (including Vaughan Public Library) increased by 3.6% and 2012 department expenditures increased 3.5%. It is important to note that department increases are largely reflected in the areas directed by Council's approved guidelines, mainly labour, contracts, utilities, and insurance. The following table illustrates that analysis. As illustrated in the item, the municipality should be gauged by a Municipal Price Index (MPI) estimated at 3.4%. This figure represents anticipated increases associated with price increases alone and incorporating volume increases would yield a figure around 6.5%. Given the guidelines allow for growth increases in contracts, utilities, and insurance, it is clear the City is beating the industry standards.

Guideline Expenditure Increase	2011 Budget Change				2012 Budget Change					
		\$	%	Tax Rate		\$	%	Tax Rate		
Labour Costs										
<i>Volume related increases</i>										
-Gapping 2010 Complements		80,000								
-Animal control reallocation		649,000								
-FY Impact 7-10		375,000								
<i>Rate based increases</i>										
-Fire retention, prog., & agreement		1,079,300				691,503				
-Library market & econ. adj.		647,000				472,720				
-Non-union adj.		757,820				1,205,916				
-Perm P/T union adj.		410,000				182,000				
-Clerical & hourly union adj.		1,017,000				1,428,000				
-Progression/evals		270,510				434,303				
-Misc.		24,514	5,310,144	4.2%	3.95%	50,142	4,464,584	3.3%	3.12%	
Contractual Obligations										
	Price	Volume	Realloc.	Combined	Price	Volume	Combined			
-Animal Control			(699,995)	(699,995)	-	-	-			
-Operating Leases		153,000		153,000						
-Roads and Streetlight mtce		205,000		205,000		205,000	205,000			
-Winter Control	37,000	138,000		175,000	102,000	26,722	128,722			
-Green/Blue Bin recycling	90,205	172,595		262,800		190,819	190,819			
-Waste Mgmt	71,426	152,274		223,700		147,815	147,815			
-Fire dispatch system		115,300		115,300		-	-			
-ITM, Parks, B&F etc	248,482	(76,438)	167,170	339,214						
	447,113	859,731	(532,825)		186,560	172,314	358,874			
				774,019	448,780	582,549		1,031,329	3.2%	0.72%
Utilities	59,700	101,783			257,579	210,747		468,326	6.0%	0.33%
Insurance										
Dept. Insurance Allocations				367,085				144,805	6.3%	0.10%
Insurance premium & deductible *				507,000				150,000	6.3%	0.10%
*neutral impact by resv. offset										
Other Items										
Fire Retention 2 yr partial phase-in offset			(300,000)							
Professional Fees Budget Savings			(140,000)							
Eco. Dev. Tourism (professional fees)			(100,000)							
Other			(48,749)							
Department Expenditure Change				6,530,982	3.6%	4.85%		6,537,972	3.5%	4.57%

3. Review of Specific Expense Categories

Historically, Council has inquired about specific accounts and the budgeted amounts. For reference purposes, we have included a summary of specific expense lines to illustrate the budget changes in these accounts.

Accounts of Interest	2010	2011			2012		
	Budget (\$)	Budget (\$)	Variance (\$)	Variance (%)	Budget (\$)	Variance (\$)	Variance (%)
Advertising	395,927	267,529	(128,398)	-32.4%	267,529	0	0.0%
Comp. Hardware/Software	731,103	713,232	(17,871)	-2.4%	713,240	8	0.0%
Cellular	236,647	237,282	635	0.3%	237,282	0	0.0%
Grouped Expenses	137,917	138,917	1,000	0.7%	138,919	2	0.0%
Office Equipment	187,408	198,148	10,740	5.7%	198,146	(2)	0.0%
Office Supplies	298,322	288,899	(9,423)	-3.2%	288,901	2	0.0%
Overtime	941,497	957,863	16,366	1.7%	968,142	10,279	1.1%
Part Time	13,343,509	14,100,937	757,428	5.7%	14,366,244	265,307	1.9%
Professional Fees	2,005,237	1,875,982	(129,255)	-6.4%	1,876,985	1,003	0.1%
TOTAL	18,277,567	18,778,789	501,222	2.7%	19,055,388	276,599	1.5%

Specific Account Increases

Of particular note is the 2011 part-time budget increase, which is largely the result of operating full the North Thornhill Community Centre for a full calendar year, approximately \$384k. In addition, Enforcement Services part time complement was increased by \$167k to implement in-house animal control services. The remaining balance is related to union economic adjustments, maternity leave adjustments, account reallocations and other smaller department impacts.

Increases in overtime are caused by union agreement rate changes only. The remaining account increases in office equipment, grouped expenses and cellular accounts are created by either budget reclassifications to better reflect the true nature of the expense or reallocations to more accurately align budgets with actual results. It is important to note that adjustments of this type have a neutral impact on the budget, due to offsetting adjustments.

For 2012, increase in part-time is a result of operating the Vellore Village Fitness Center expansion for a full calendar year \$145k and Vaughan Public Library part time rate increases as per labour agreements. In addition, overtime expense increased in line with rate changes illustrated in labour agreements.

Specific Account Decreases

The reduction in professional fees is a direct result of management budget saving initiatives resulting in reductions in Information Technology, Policy Planning and Commissioner of Community Services departments.

The reduction in advertising results from a \$94k reallocation in Human Resources to professional fees, to more accurately align actual allocations for employee search requirements. The remaining balance lies in Economic Development and is related to the discontinuation of the Tourism Program, as approved in the Economic Development Strategy.

Reductions in computer hardware/software and office equipment and supplies is mainly attributable to the removal of 2010 one-time funding amounts \$16k, minor reclassification of expenses to better reflect actual requirements as result of the approved budget guidelines.

4. Department Expenditure Budget Changes in Excess of \$100,000:

Departmental expenditures increased by \$6.5m over the previous year in both 2011 & 2012. This translates into a 3.6% and 3.5% increases respectively, including increases associated with Vaughan Public Library (VPL). Overall, several departmental budgets increased year over year, while others decreased by varying amounts. Specific detail by account is available within section 8 - department information. Detailed below is a brief high level overview of the rational behind department budget variances in excess of \$100,000.

▪ Fire and Rescue Services

2011 Increase of \$1,559,057 (4.8%)

The increase is mostly in full time salaries and benefits expense resulting from \$375k full year impact of ten firefighters approved in 2010, \$1,098k full year impact of recently implemented retention program and arbitrated adjustments for assistant captain and communication operator positions and the remainder in progressions and management cost of living adjustments. The implement of the retention program is partially offset by \$0.3m transfer from reserves to minimize the budget impact. It should be noted that the current collective agreement expires December 31st, 2010.

In addition, higher operating costs of \$115k are experienced for a new dispatch system and a \$56k increase related to higher City Insurance costs. Other minor increases make up the remaining balance and comply with the Operating Budget Guidelines.

2012 Increase of \$922,817 (2.7%)

The increase is purely related to staff progressions (\$748k) and a reduction in transfer from reserves (\$150). The remaining increase is due to insurance allocation cost increase.

- **City Financial Services**

2011 Increase of \$108,053 (3.9%)

The variance is related to an increase in salaries and benefits as per new union agreements, economic adjustments and progressions.

2012 Increase of \$116,016 (4.1%)

The variance is related to an increase in salaries and benefits as per new union agreements, economic adjustments and progressions.

- **City Clerk – Insurance**

2011 Increase of \$507,000 (19.1%)

The variance is primarily related to an increase in premium insurance, higher deductible claims and additional insurance for new facilities. These expenditure increases are fully offset by a transfer from the insurance reserve fund, resulting in a \$0 net increase to the 2011/2012 Draft Operating Budget.

The insurance increase is reflected within Departments through general allocations and net overall adjustment to the City's budget is \$507,000.

2012 Increase of \$200,000 (6.3%)

The variance is primarily related to an increase in premium insurance, higher deductible claims and additional insurance for new facilities. As illustrated above, this expense is reflected within the departments.

- **Enforcement Services**

2011 Increase of \$234,267 (5.4%)

The majority of the budget adjustment, \$108k, is primarily a result of providing animal control services in-house, which was approved on May 18, 2010. The overall City impact is actually favorable, as the increase is more than offset by expense inter municipal recoveries from King Township.

The balance of the increase is largely related to increases as per recently approved agreements and staffing progressions.

2012 Increase of \$194,379 (4.3%)

The budget increase is related to progressions and economic adjustments in salaries and benefits as per labour agreements.

- **Recreation**

2011 Increase of \$626,529 (3.5%)

A large portion of the increase, \$505k, is related to increases in labour accounts due to progressions, market rate adjustments, and labour agreement economic adjustments. In addition, the expenses increased due to climbing demand for service in North Thornhill, Vellore aquatics, and other general programs, estimated at \$385k. These increases are partially offset by revenue increases, with an overall budgeted department direct cost recovery of 93%.

2012 Increase of \$426,980 (2.3%)

Similar to 2011, a large portion of the increase, \$328k, is related to increases in labour accounts due to progressions, market rate adjustments, and labour agreement economic adjustments. In addition, expenses increased due to climbing demand for service in North Thornhill, the Vellore fitness centre expansion, and other general programs, estimated

approximately \$180k. These increases are partially offset by revenue increases, with an overall budgeted department direct cost recovery of 95%, which is in line with current policy.

- **Cultural Services**

2011 Increase of \$538,314 (67.1%)

The transfer of the Events function from Corporate Communications to Cultural Services is the cause of increase in expenditures. The complement transfers were for one full time and two part time positions and associated costs for community events.

2012 Increase of \$27,128 (2.0%)

The majority of the increase is in labour accounts as a result of union agreement, economic adjustment and progressions.

- **Buildings and Facilities**

2011 Increase of \$402,871 (2.0%)

There is an increase of \$260k in labour accounts as a result of labour agreement economic adjustments and progressions. Utilities decreased by \$173k due to energy conservation practices, but were offset by new facility volume increases (\$189k) i.e. North Thornhill Community Centre. The balance of the budget adjustment is the result of increases in insurance costs, janitorial supplies, cleaning service contracts and other minor accounts.

2012 Increase of \$645,287 (3.2%)

The increase is primarily in labour accounts (\$396k) related to job evaluation, labour agreement economic adjustments and progression. In addition, price and volume adjustments (\$249k) were required in utility, insurance, general maintenance and other related accounts.

The 2012 adjustment is higher than the previous year because it is not masked by the 2011 reduction in natural gas due to conservation efforts.

- **Park Operations**

2011 Increase of \$460,928 (4.0%)

The increase is primarily related to \$311k in labour and benefit adjustments for full year staffing, staff progressions, and labour agreement economic adjustments. Utilities increased \$85k due to price increases requirements to service the North Thornhill Community Centre and sports fields and outdoor facilities, as allowed under the guidelines. The remaining portion of the budget adjustment is due to an increase in the contracts and maintenance of areas for new sub-divisions assumed during the year.

2012 Increase of \$427,203 (3.6%)

The majority of the increase is by \$231k in labour accounts as a result of progressions and labour agreement economic adjustments. The remainder of the adjustment is related to increases in contracts, maintenance costs and utilities associated with additional sub-divisions, properties, premium baseball fields and higher anticipated prices. These increases are in accordance with the Operating Budget Guidelines.

- **Development Planning**

2011 Increase of \$178,650 (6.9%)

The increase is primarily in labour accounts related to a position transferred back from Policy Planning (\$139k), and job evaluation, progression, and labour agreement economic adjustments (\$27k).

2012 Increase of \$123,986 (4.5%)

The increase is primarily related to adjustments in labour accounts for job evaluation, progression and labour agreement economic adjustments.

- **Building Standards**

2011 Increase of \$160,382 (2.6%)

The increase is primarily related to adjustments in labour accounts for job evaluation, progression and labour agreement economic adjustments.

2012 Increase of \$248,230 (4.0%)

The increase is primarily related to adjustments in labour accounts for job evaluation, progression and labour agreement economic adjustments.

- **Information and Technology Management**

2011 Increase of \$139,929 (2.0%)

The increase is primarily related to adjustments in labour accounts for job evaluation, progression and labour agreement economic adjustments. There were contract price increases of \$12k in the Business Services division, which was offset by a decrease of \$75k in the ITM Communications division.

2012 Increase of \$178,840 (2.5%)

The increase is primarily related to adjustments in labour accounts for job evaluation, progression and labour agreement economic adjustments. No contract increase

The 2012 adjustment is higher than the previous year because it is not masked by the 2011 reduction in communications contracts due to efficiencies.

- **Engineering Services**

2011 Increase of \$132,951 (3.7%)

The increase is primarily related to adjustments in labour accounts for job evaluation, progression and labour agreement economic adjustments.

2012 Increase of \$129,439 (3.5%)

The increase is primarily related to adjustments in labour accounts for job evaluation, progression and labour agreement economic adjustments.

- **Public Works Operations**

2011 Increase of \$1,391,475 (4.8%)

The expenditure increase is primarily a result of \$896k in contractor and contract materials, \$232k in utility expenses, \$133k in insurance and \$112k in labour costs.

- The Waste management budget increased \$483k for price and volume increases in contracted waste related activities, almost 70% of the waste management contract increase is related to volume and the remainder was related to price.
- The Roads and streetlight maintenance budget increased by \$442k and consists of utility costs increasing by \$232k due to volume and price increases and the remaining increase is related to maintenance contract adjustments, of which 84% is related to increases in volume.
- Winter operations costs increased by \$231k consisting of a \$175k adjustment in contracted stand by charges and \$57k for anticipated anti-icing and salt material

increases. 88% of the winter control contract increase relates to volume, as multiple subdivision assumptions continue, and the remainder is related to price.

- The balance is related to insurance allocation price adjustments.

2012 Increase of \$1,247,510 (4.1%)

The expenditure increase is primarily a result of \$543k contractor and contract materials, \$264k in utility expenses, \$146k in labour costs, \$113k in materials and \$52k in insurance.

- The waste management budget increased by \$340k, mostly for split price and volume increases in contracted waste related activities.
- The Roads and streetlight maintenance budgets increased by \$481k consisting of \$264k in utility costs and the remainder in maintenance and material contract charges.
- The winter operations budget increased by \$99k for price and volume increases in anti-icing and salt purchases. Based on the extended contract winter control contracts are not anticipated to increase in 2012.
- Utility and insurance price and volume increases are anticipated, as multiple subdivision assumptions continue.

▪ **Vaughan Public Libraries**

2011 Increase of \$672,735 (5.8%)

The Vaughan Public Library Board recommends an increase in the Library budget by \$673k. The increase is primarily in labour accounts related to job evaluation, progressions, and labour agreement economic adjustments. Included in this figure is a \$90k budget adjustment for 2010 approved management market adjustments.

2012 Increase of \$493,110 (4.0%)

The Vaughan Public Library Board recommends an increase in the Library budget by \$493k. The increase is primarily related to labour accounts related to job evaluation, progression and labour agreement economic adjustments.

All of the increases from these departments were allowed within the approved parameters of the Council approved 2011/2012 Operating Budget Guidelines.

5. Major Corporate Expenditure Budget Adjustments:

Corporate expenditures contributed to the remaining City expenditure increase, 2011 \$2.28m and 2012 \$1.81m. This represents an increase of 9.0% and 6.6% for 2011 and 2012 respectively. Explanations for the budget increase are as follows:

Corporate Expenditures							
Long Term Debt	3,087,862	34.3%	2.29%	1,971,427	16.3%	1.38%	
Contingency	487,204	45.5%	0.36%	804,509	51.6%	0.56%	
General Corp Elections							
Corporate Insurance							
Election Reserve Contribution							
Election Costs							
Anticipated Labour Savings							
Infrastructure Contrib.							
City Hall Funding							
Other	-1,290,170	-10.9%	-0.96%	(967,000)	-8.9%	-0.68%	
Corporate Expenditure Change	2,284,896	9.0%	1.70%	1,808,936	6.6%	1.27%	

2011 Increase of \$2.28m:

- Corporate and election expenses decreased by \$1.3m, mainly as a result of the \$985k budget removal for funds to administer the 2010 municipal election. This cost is fully funded by a transfer from the election reserve and therefore results in a net neutral budget impact. A \$500k increase is also experienced in corporate gapping to phase in increases over 2 years to better reflect the historical turnover rate. The above reductions in corporate expenses are partially offset by increases in corporate insurance and a \$100k increase in the election reserve contribution to meet future election expenses, as approved by Council. Increases were also experienced in other minor accounts i.e. bank charges, etc.
- The repayment of long term debt increased by \$3.1m for debt previously issued primarily to fund major road projects. In part, a significant portion of the increase is due to a change in reporting methodology from a net basis to more specific account allocations. The debenture reserve also increased and when combined the net figure is \$9.5m, \$1.0m higher than 2010 levels.
- A \$465k expenditure increase is also experienced in the City's contingency account and relates to future negotiations and certain foreseeable events i.e. fee increases, corp. reorganizations, etc. Once the outcomes of these events are determined, balances will be reallocated to the appropriate department budgets.

2012 Increase of \$1.81m

- Corporate and election expenses decreased by \$1m, mainly as a result of the \$1m budget removal for City Hall funding, which reverts to LTD to fund related City Hall debenture payments issued in the fall of 2011. Corporate gapping increase another \$500k, the final year phase-in, to better reflect the historical turnover rate. The above reductions in corporate expenses were partially offset by a \$400k increase in infrastructure contributions, as per policy, related to North Thornhill, Station 7-10, and fitness centre expansions. Minor increases were also experienced in other accounts i.e. tax adjustment, bank charges, joint services etc.
- The repayment of long term debt increased by \$2.0m for debt intended to be issued in 2011 primarily to fund major road projects. The debenture reserve also increased and when combined the net figure is \$11m, \$1.5m higher than 2011 levels.
- An \$805k expenditure increase is also experienced in the City's contingency account and relates to anticipated negotiations and certain foreseeable events i.e. fee increases,

6. Major Corporate Revenue Budget Adjustments:

Corporate Revenues						
Supplemental Taxation	700,000	31.8%	0.52%	0	0.0%	0.00%
Debenture Payment Reserve	2,037,862	360.7%	1.51%	521,427	20.0%	0.36%
BS Continuity Reserve	450,000	225.0%	0.33%	600,000	92.3%	0.42%
Insurance Reserve	507,000	19.1%	0.38%	200,000	6.3%	0.14%
Finance from Capital	240,000	21.6%	0.18%	150,000	11.1%	0.10%
Water & Wastewater Recovery	200,000	10.0%	0.15%	100,000	4.5%	0.07%
Election Expenses	(985,000)	-100.0%	-0.73%	0	0.0%	0.00%
Planning Reserve	(500,000)	-100.0%	-0.37%	0	0.0%	0.00%
Winterization Reserve Phase Out	(350,000)	-100.0%	-0.26%	0	0.0%	0.00%
Engineering Reserve	(300,000)	-6.7%	-0.22%	100,000	2.4%	0.07%
Other Reserve Withdrawals	25,925	0.6%	0.02%	52,961	1.2%	0.04%
Provincial Offences Act (POA)	(890,000)	-100.0%	-0.66%	0	0	0.00%
Investment Income	0	0.0%	0.00%	(500,000)	-13.3%	-0.35%
Other Corporate Revenue	(69,356)	-5.3%	-0.05%	5,615	-2.9%	0.00%
Corporate Revenue Change	1,066,431	2.6%	0.79%	1,230,003	2.9%	0.86%

Corporate Revenues

2011 increase of \$1.1m:

The largest component of the increase is related to an increase in funding from the debenture reserve for \$2.0m. This is due to change in reporting methodology, from a net basis to more specific account allocations. The debenture payment expense also increased and when consolidated, the net figure is \$9.5m, a \$1.0m increase over 2010 levels. The second largest is in Supplemental Taxation which increased by \$700k, bouncing back to pre-economic downturn levels. It is anticipated that supplements will plateau over the next few years due to the slow economic recovery and regional housing capacity allocation restrictions. Also, there is a \$507k increase in the insurance reserve withdrawal to offset premium allocations and a \$240k increase in finance from capital budget to better reflect the historical trend in City's actual position. The Water/Waste Water recovery increased as a result of an in-house study conducted in 2009 on the cost sharing of administration activities with the City. As a result, the increases in cost recovery are being phased in conservatively over time. Finally, there is a \$450k increase in the Building Standards (BS) Continuity Reserve, which is actually neutralized by a reduction in revenue and increase in associated expenses for the Building Standards Department.

The above increases were offset by a decrease in funding from the elections reserve of \$985k, which is fully offset by a reduction in election expenses, resulting in a net zero impact. There is a decrease of approximately \$890k in Provincial Offences Act (POA) revenue to York Region. The POA shift is intended to have a neutral impact on the City, as the Region will fund the municipal shortfall by moving over a related portion of the regional tax levy in 2011. In addition, there was a removal of the Planning reserve withdrawal, \$500k, as this funding is not anticipated to occur for the intended purpose of subsidizing Planning revenues to 100% full cost recovery. Also, Winterization Reserve Phase Out is reduced from \$350k to \$0 due to the completion of the 2009 winter control contract increase three year phase-in. The Engineering reserve withdrawal is an adjustment based on a revised costing of the 3.5% subdivision fee activity.

2012 increase of \$1.2m:

An increase of \$0.5m in the Debenture Payment Reserve is a continuation to the change in reporting methodology, from a net basis to more specific account allocations. There is a \$900k combined reserve adjustment to Engineering, Building Standards and a \$100k recoveries from

2012 increase of \$1.2m:

An increased by \$0.5m in the Debenture Payment Reserve is a continuation to the change in reporting methodology, from a net basis to more specific account allocations. There is a \$900k combined reserve adjustment to Engineering, Building Standards and a \$100k recoveries from Water/Waste Water services as a result of activity, departmental cost changes, and anticipated growth trends. A \$200k increase in the insurance reserve withdrawal to offset premium allocations and a \$150k increase to the finance from capital budget to reflect capital projects and the historical trend in City's actual position. All of these increases are reduced by \$500k as a result of a change in investment income allocation methodology. Beginning in 2012 a phased in approach will begin to allocate a more representative portion of the generated investment income to capital reserves.

6. 2010 One-Time Funding Costs Removed

Included in the previously approved 2010 Operating Budget were items that were approved on a one-time funding basis. For example, costs associated with a new staff addition for furniture and computer hardware. The following 2010 one-time expense items have been removed from the 2011/2012 Draft Operating Budget:

2010 One-Time Expenses Removed

Department	Expenditure Description	Amount
Development Planning	Professional Fees	\$ 25,000
Economic Business Development	Professional Fees	\$ 100,000
Parks Operations	Promotions & Education	\$ 35,000
SUB-TOTAL		\$ 160,000

2010 Additional Complement Related	Expenditure Description	Amount
Accounting Services	Computer Equipment	\$ 5,000
Building & Facilities	Part Time Salaries & Benefits	\$ 23,964
Environmental Sustainability	Computer and Office Equipment	\$ 3,500
Information & Tech Mgmt (2 positions)	Computer Hardware & Office Equipment	\$ 8,000
Parks Operations	Computer Hardware	\$ 2,500
SUB-TOTAL		\$ 42,964
TOTAL ONE-TIME EXPENSES REMOVED FROM 2011 BUDGET		\$ 202,964

7. Budget Expenditures Summary

The 2011/2012 Draft Operating Budget totals \$214.3m for 2011 and \$222.6m for 2012 in expenditures, of which 96% relates to eleven accounts, i.e. labour costs, contracted services,

reserve contributions, and maintenance and materials, etc. The summary below illustrates the City has limited flexibility in any given year to significantly alter the City's cost structure. Many of the costs are committed through collective agreements or service contracts. Other reductions will impact the maintenance and repair of the City's infrastructure. Most budget variance explanations have been discussed in the previous analysis section.

Operating Expenditures	2010 Budget	2011						2012		
		Allowable 2011	% Variance	Budget Reallocation	2011 Draft Budget	Budget Variance \$	Budget Variance %	2012 Draft Budget	Budget Variance \$	Budget Variance %
Salaries and Benefits	115,019,602	4,298,281	3.7%	495,494	119,829,743	4,810,141	4.2%	123,794,327	3,964,584	3.3%
Service Contracts	30,692,200	1,005,326	3.3%	(562,309)	31,135,217	443,017	1.4%	32,128,024	992,807	3.2%
Long Term Debt	9,000,000	2,646,528	29.4%		11,646,528	2,646,528	29.4%	13,476,518	1,829,990	15.7%
Reserve Contributions	10,015,849	750,530	7.5%	0	10,766,379	750,530	7.5%	10,657,816	(108,563)	-1.0%
Maintenance/Materials	8,294,582	32,368	0.4%	121,702	8,448,652	154,070	1.9%	8,518,636	69,984	0.8%
Utilities & Fuel	7,806,501	163,596	2.1%	(3,760)	7,966,337	159,836	2.0%	8,436,977	470,640	5.9%
Capital from Taxation	6,629,522	0	0.0%		6,629,522	0	0.0%	6,629,522	0	0.0%
Insurance Expenses	2,640,000	507,000	19.2%		3,147,000	507,000	19.2%	3,347,000	200,000	6.4%
Professional Fees	2,405,237	(218,756)	-9.1%	89,501	2,275,982	(129,255)	-5.4%	2,276,985	1,003	0.0%
Contingency	1,071,862	487,204	45.5%		1,559,066	487,204	45.5%	2,363,575	804,509	51.6%
Sundry	1,400,000	0	0.0%		1,400,000	0	0.0%	1,450,000	50,000	3.6%
All Other	10,479,068	(872,565)	-8.3%	(140,628)	9,465,875	(1,013,193)	-9.7%	9,537,829	71,954	0.8%
Total Draft 2011 Expenditures	205,454,423	8,799,512	4.3%	0	214,270,301	8,815,878	4.3%	222,617,209	8,346,908	3.9%

The remaining 4% or \$9.5m of total expenditures in 2011 and 2012 is further detailed in the following table. The table highlights not only the 2011 and 2012 account budget and variance, but the allowable increases as per council approved guidelines and any reallocation amounts. It is important to note the total of all reallocations net to zero and therefore do not impact the City's budget. In addition, for variances over \$5,000, a brief explanation is provided.



**CITY OF VAUGHAN
2011-12 ALL OTHER ACCOUNTS SUMMARY**

Expenditures (All Other)	2010					2011					2012				
	Budget	Allowable	%	Budget	Budget	2011	Budget	Budget	Budget	2012	Budget	Budget	Budget	Variance %	
		Variance	Variance	Reallocation	Draft Budget	Variance \$	Variance %	Draft Budget	Variance \$	Variance %	Draft Budget	Variance \$	Variance %		
Sports Village Ice Time Purchase	1,124,185	5,945 (1)	0.5%	0	1,130,130	5,945	0.5%	1,152,733	22,603 (16)	2.0%	1,152,733	22,603 (16)	2.0%		
Ticket/Pass Purchases	1,030,000	0	0.0%	0	1,030,000	0	0.0%	1,030,000	0	0.0%	1,030,000	0	0.0%		
Computer Hardware/Software	731,103	(13,944) (2)	-1.9%	(3,927)	713,232	(17,871)	-2.4%	713,240	8	0.0%	713,240	8	0.0%		
Printing	650,522	22,204 (3)	3.4%	(9,420)	663,306	12,784	2.0%	663,304	(2)	0.0%	663,304	(2)	0.0%		
Training & Development	521,802	(2,503)	-0.5%	8,186	527,485	5,683	1.1%	525,990	(1,495)	-0.3%	525,990	(1,495)	-0.3%		
Copiers, Faxes and Supplies	538,155	(18,193) (4)	-3.4%	4,682	524,644	(13,511)	-2.5%	533,646	9,002 (17)	1.7%	533,646	9,002 (17)	1.7%		
Joint Service Expenses	513,225	(53,225) (5)	-10.4%	0	460,000	(53,225)	-10.4%	473,000	13,000 (18)	2.8%	473,000	13,000 (18)	2.8%		
Joint Service Chgs.-City	430,450	0	0.0%	0	430,450	0	0.0%	430,450	0	0.0%	430,450	0	0.0%		
Postal Services	388,525	1,500	0.4%	600	390,625	2,100	0.5%	390,625	0	0.0%	390,625	0	0.0%		
Sundry	1,349,417	(998,421) (6)	-74.0%	1,255	352,251	(997,166)	-73.9%	376,970	24,719 (19)	7.0%	376,970	24,719 (19)	7.0%		
Chgs. from Other Depts.	345,758	(951)	-0.3%	0	344,807	(951)	-0.3%	336,079	(8,728) (20)	-2.5%	336,079	(8,728) (20)	-2.5%		
Bank Charges	314,720	30,000 (7)	9.5%	0	344,720	30,000	9.5%	359,720	15,000 (21)	4.4%	359,720	15,000 (21)	4.4%		
Mileage	336,258	(5,600) (8)	-1.7%	1,874	332,532	(3,726)	-1.1%	332,731	199	0.1%	332,731	199	0.1%		
Office Supplies	298,322	(4,989)	-1.7%	(4,434)	288,899	(9,423)	-3.2%	288,901	2	0.0%	288,901	2	0.0%		
Radio Operations	166,170	115,300 (9)	69.4%	0	281,470	115,300	69.4%	281,470	0	0.0%	281,470	0	0.0%		
Advertising	395,927	(1,753)	-0.4%	(126,645)	267,529	(128,398)	-32.4%	267,529	0	0.0%	267,529	0	0.0%		
Promotion & Education	331,460	(55,490) (10)	-16.7%	(34,800)	241,170	(90,290)	-27.2%	241,170	0	0.0%	241,170	0	0.0%		
Cellular Telephones	236,647	(1,965)	-0.8%	2,600	237,282	635	0.3%	237,282	0	0.0%	237,282	0	0.0%		
Memberships/Dues/Fees	205,397	9,094 (11)	4.4%	2,856	217,347	11,950	5.8%	218,505	1,158	0.5%	218,505	1,158	0.5%		
Office Equip. & Furniture	187,408	(3,184)	-1.7%	13,924	198,148	10,740	5.7%	198,146	(2)	0.0%	198,146	(2)	0.0%		
Seminars & Workshops	151,702	(9,539) (12)	-6.3%	3,500	145,663	(6,039)	-4.0%	147,160	1,497	1.0%	147,160	1,497	1.0%		
Grouped Expenses	137,917	1,000	0.7%	0	138,917	1,000	0.7%	138,919	2	0.0%	138,919	2	0.0%		
Computer Supplies	111,511	225	0.2%	4,950	116,686	5,175	4.6%	116,690	4	0.0%	116,690	4	0.0%		
Meals & Meal Allowances	99,841	(987)	-1.0%	(229)	98,625	(1,216)	-1.2%	98,625	0	0.0%	98,625	0	0.0%		
Corporate Training	89,792	0	0.0%	0	89,792	0	0.0%	89,790	(2)	0.0%	89,790	(2)	0.0%		
Wireless/Internet Commun.	73,290	(3,001)	-4.1%	8,890	79,179	5,889	8.0%	79,178	(1)	0.0%	79,178	(1)	0.0%		
Subscriptions/Publications	73,440	1	0.0%	975	74,416	976	1.3%	74,815	399	0.5%	74,815	399	0.5%		
Special Events/Public Relation	129,619	(52,199) (13)	-40.3%	(9,700)	67,720	(61,899)	-47.8%	67,720	0	0.0%	67,720	0	0.0%		
Records Mgmt Supplies	63,078	2	0.0%	0	63,080	2	0.0%	63,080	0	0.0%	63,080	0	0.0%		
Two-way Radios	59,320	0	0.0%	0	59,320	0	0.0%	59,320	0	0.0%	59,320	0	0.0%		
Telephone Charges	59,349	(8,998) (14)	-15.2%	(3,090)	47,261	(12,088)	-20.4%	47,261	0	0.0%	47,261	0	0.0%		
Newsletters & Mailings	48,470	0	0.0%	(1,280)	47,190	(1,280)	-2.6%	47,190	0	0.0%	47,190	0	0.0%		
Fire Prevention	46,644	0	0.0%	0	46,644	0	0.0%	46,645	1	0.0%	46,645	1	0.0%		
Conferences	41,770	630	1.5%	4,180	42,400	630	1.5%	42,400	0	0.0%	42,400	0	0.0%		
Programme Expense	33,600	0	0.0%	0	37,780	4,180	12.4%	37,780	0	0.0%	37,780	0	0.0%		
Awards	36,100	0	0.0%	0	36,100	0	0.0%	36,100	0	0.0%	36,100	0	0.0%		
Council Travel & Confer.	28,200	0	0.0%	0	28,200	0	0.0%	28,200	0	0.0%	28,200	0	0.0%		
Drafting Supplies	23,610	0	0.0%	4,100	27,710	4,100	17.4%	27,710	0	0.0%	27,710	0	0.0%		
Travel	21,600	3,000	13.9%	0	24,600	3,000	13.9%	24,600	0	0.0%	24,600	0	0.0%		
Data Processing Services	23,140	0	0.0%	(690)	22,450	(690)	-3.0%	22,450	0	0.0%	22,450	0	0.0%		
Armoured Courier Services	19,000	3,000	15.8%	0	22,000	3,000	15.8%	22,000	0	0.0%	22,000	0	0.0%		
407-ETR Toll Charges	14,331	(51)	-0.4%	2,030	16,310	1,979	13.8%	16,310	0	0.0%	16,310	0	0.0%		
Cable TV/Satellite Service	11,670	(70)	-0.2%	(15,965)	13,967	2,297	19.7%	13,967	0	0.0%	13,967	0	0.0%		
Corporate Promotions	29,320	0	0.0%	0	13,285	(16,035)	-54.7%	13,285	0	0.0%	13,285	0	0.0%		
Community Event Tickets	12,783	0	0.0%	0	12,783	0	0.0%	12,783	0	0.0%	12,783	0	0.0%		
Corporate Mgmt Mtgs	12,000	0	0.0%	0	12,000	0	0.0%	12,000	0	0.0%	12,000	0	0.0%		
Charges from Facilities	12,100	(380)	-3.1%	0	11,720	(380)	-3.1%	11,720	0	0.0%	11,720	0	0.0%		
Emergency Exer - Training	11,500	0	0.0%	0	11,500	0	0.0%	11,500	0	0.0%	11,500	0	0.0%		

Expenditures (All Other)	2010					2011					2012				
	Budget	Allowable	%	Budget	Budget	2011	Budget	Budget	Budget	2012	Budget	Budget	Budget		
		2011 Variance	Variance	Reallocation	Draft Budget	Variance \$	Variance %	Draft Budget	Variance %	Draft Budget	Variance \$	Variance %	Variance %		
Emergency Exer - Training	11,500	0	0.0%	0	11,500	0	0.0%	11,500	0.0%	11,500	0	0.0%			
Public Awareness - Training	10,680	0	0.0%	0	10,680	0	0.0%	10,680	0.0%	10,680	0	0.0%			
Municipal Grants	10,200	0	0.0%	0	10,200	0	0.0%	10,200	0.0%	10,200	0	0.0%			
Sponsorships	5,000	0	0.0%	5,000	10,000	5,000	100.0%	10,000	100.0%	10,000	0	0.0%			
Archival Expenses	9,590	0	0.0%	(300)	9,290	(300)	-3.1%	9,290	-3.1%	9,290	0	0.0%			
Community Gifts & Promotions	5,520	0	0.0%	0	5,520	0	0.0%	5,520	0.0%	5,520	0	0.0%			
Community Hosting Events	5,380	0	0.0%	0	5,380	0	0.0%	5,380	0.0%	5,380	0	0.0%			
Bad Debt Write-Offs Class	3,600	0	0.0%	0	3,600	0	0.0%	3,600	0.0%	3,600	0	0.0%			
Courier Services	3,790	(480)	-12.7%	250	3,560	(230)	-6.1%	3,560	-6.1%	3,560	0	0.0%			
Safety Promotion	1,150	0	0.0%	0	1,150	0	0.0%	1,150	0.0%	1,150	0	0.0%			
C.E.A. Mileage	1,150	0	0.0%	0	1,150	0	0.0%	1,150	0.0%	1,150	0	0.0%			
Electronic Reg'n Exp	980	0	0.0%	0	980	0	0.0%	980	0.0%	980	0	0.0%			
Cash Over and Short	600	100	16.7%	0	700	100	16.7%	700	16.7%	700	0	0.0%			
Recoveries from Facilities	(12,500)	0	0.0%	0	(12,500)	0	0.0%	(12,500)	0.0%	(12,500)	0	0.0%			
Joint service revenue	(344,060)	169,060 (15)	-49.1%	0	(175,000)	169,060	-49.1%	(175,000)	-49.1%	(180,500)	(5,500) (22)	3.1%			
Internal Recoverable	(389,510)	0	0.0%	0	(389,510)	0	0.0%	(389,510)	0.0%	(389,420)	90	0.0%			
Joint Serv. Recovery-Library	(402,650)	0	0.0%	0	(402,650)	0	0.0%	(402,650)	0.0%	(402,650)	0	0.0%			
Subtotal	10,479,068	(872,565)	-8.3%	(140,628)	9,465,875	(1,013,193)	-9.7%	9,537,829	-9.7%	9,537,829	71,954	-9.7%			
Highest 11 accounts total	194,975,355	9,672,077	5.0%	140,628	204,804,426	9,829,071	5.0%	213,079,380	5.0%	213,079,380	8,274,954	5.0%			
Total Draft Expenditures	205,454,423	8,799,512	4.3%	0	214,270,301	8,815,878	4.3%	222,617,209	4.3%	222,617,209	8,346,908	4.3%			

Selected Expenditure Increase/Decrease Commentary

- (1) Increase is attributable to Sports Village agreement
- (2) Removal of one-time funding from 2010 ARR and interdepartmental transfers.
- (3) Increase is attributable to opening of North Thornhill Community Centre and higher costs for marketing strategy
- (4) Decrease attributable VBEC accounting treatment and changes to lease agreements.
- (5) Decrease due to new Joint Services Agreement with PowerStream.
- (6) Decrease attributable to one-time election costs budgeted in 2010.
- (7) Increase attributable to volume charges for transactions.
- (8) Decrease attributable to changes in needs in various departmental.
- (9) Increase attributable to new dispatch system in partnership with other municipalities in York Region.
- (10) Decrease related to lower costs in the Economic Development Strategy, one-time funding removal related to Urban Canopy Forest initiative and accounting treatment of VBEC
- (11) Increase related to increase in membership fees of professional organizations
- (12) Decrease attributable to accounting treatment of VBEC
- (13) Decrease attributable to accounting treatment of VBEC
- (14) Decrease attributable to accounting treatment of VBEC
- (15) Decrease as per new Joint Services Agreement with PowerStream.
- (16) Increase is attributable to Sports Village agreement
- (17) Increase attributable to volume increase in various departments
- (18) Decrease due to new Joint Services Agreement with PowerStream.
- (19) Increase related to a contingency for increase to Council discretionary funds which is based on population growth.
- (20) Decrease related to accounting treatment of non-profit housing
- (21) Increase attributable to volume charges for transactions.
- (22) Increase as per new Joint Services Agreement with PowerStream.



CITY OF VAUGHAN

2011-12 DRAFT
OPERATING BUDGET

*ADDITIONAL RESOURCE REQUESTS
SUMMARY*

2011 Additional Resource Requests

Senior Management Team Recommendations

#	Ref Page	Department	Description	# of Positions	2011 Net FTE	Annual Cost	Offsets	Gapping	2011 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.	2012 Impact			
2011 Base Budget Increase																
Zero Budget Impact																
A1	602	Building Standards	1 Plans Examiner (Zoning)	1	1.00	83,560	(83,560)		-	-	0.00%	1.08%	1,302			
A2	608	Building Standards	1 Clerk Typist D	1	1.00	59,411	(59,411)		-	-	0.00%	1.08%	(925)			
A3	221	City Financial Services	Finance Business / Project Manager	1	1.00	109,098	(109,098)		-	-	0.00%	1.08%	12,257			
A4	731	Dev./ Transp. Eng.	Municipal Services Inspect Erosion Sediment Control	1	1.00	103,849	(103,849)		-	-	0.00%	1.08%	6,903			
A5	737	Dev./ Transp. Eng.	Spadina Subway TTC Sr. Eng. Asst. (Contract)	1	1.00	101,907	(101,907)		-	-	0.00%	1.08%	-			
A6	787	Engineering Services	Municipal Services Inspector	1	1.00	97,744	(97,744)		-	-	0.00%	1.08%	-			
A7	101	Enviro. Sustain.	Sustainability Coordinator (Contract Conv.)	1	-	79,749	(79,749)		-	-	0.00%	1.08%	7,892			
A8	484	Fleet	Filing Clerk (FT Conv.)	1	0.31	43,916	(43,916)		-	-	0.00%	1.08%	3,300			
Budget Impact																
1	649	Access Vaughan	Citizen Service Representatives	2	1.38	93,388	-		93,388	93,388	0.07%	1.15%	(6,116)			
2	240	Budgeting & FP	Budget Analyst	1	1.00	100,788	-		100,788	194,176	0.07%	1.23%	7,598			
3	461	Buildings & Facilities	Mechanical Supervisor	1	1.00	110,945	-		110,945	305,122	0.08%	1.31%	7,947			
4	692	Corporate Comm	Public relations staff	1	1.00	83,249	-		83,249	388,371	0.06%	1.37%	3,892			
5	564	Development Planning	Urban Design Awards Program	-	-	30,000	-		30,000	418,371	0.02%	1.39%	(30,000)			
6	626	Eco. Dev	Research Coordinator	1	1.00	75,473	-		75,473	493,844	0.06%	1.45%	7,188			
7	343	Enforcement Services	Licensing Enforcement Field Officer	1	1.00	84,493	(45,000)		39,493	533,338	0.03%	1.48%	4,252			
8	349	Enforcement Services	Property Standards Officer	1	1.00	86,988	-		86,988	620,326	0.06%	1.54%	2,502			
9	781	Engineering Services	Manager of Traffic Engineering	1	1.00	125,527	-		125,527	745,854	0.03%	1.64%	7,359			
10	775	Engineering Services	Administrative Assistant	1	1.00	75,348	-		75,348	821,201	0.06%	1.69%	1,532			
11	171	Fire & Rescue Services	7-10 Engine Crew (6 FF & 4 Cap)	10	10.00	959,746	-		959,746	1,780,948	0.71%	2.41%	(10,200)			
12	151	Fire & Rescue Services	Mechanic - Emergency Vehicle Technician	1	1.00	81,674	(25,000)		56,674	1,837,621	0.04%	2.45%	-			
13	383	Human Resources	Prof. Fees - Engagement Survey	-	-	50,000	-		50,000	1,887,621	0.04%	2.49%	-			
14	377	Human Resources	Crossing Guard Coordinator (FT Conv.)	1	0.50	78,907	(33,595)		45,312	1,932,933	0.03%	2.52%	3,754			
15	389	Human Resources	Learning & Dev. Specialist	1	1.00	89,375	-		89,375	2,022,308	0.07%	2.59%	12,328			
16	371	Human Resources	Recognition Awards	-	-	15,000	-		15,000	2,037,308	0.01%	2.60%	-			
17	665	Info & Tech. Management	ITM Security Analyst	1	1.00	99,888	-		99,888	2,137,196	0.07%	2.67%	5,551			
18	671	Info & Tech. Management	Enterprise Data Architect	1	1.00	99,888	-		99,888	2,237,085	0.07%	2.75%	5,551			
19	316	Legal Services	Junior Lawyer OMB Contract	1	1.00	142,664	(112,220)		30,444	2,267,528	0.02%	2.77%	(2,389)			
20	322	Legal Services	Law Clerk	1	1.00	67,885	-		67,885	2,335,413	0.05%	2.82%	4,133			
21	503	Parks Ops	2 Park Attendants	2	2.00	145,386	(100,176)		45,210	2,380,623	0.03%	2.85%	9,292			
22	515	Parks Ops	Assistant Foreperson (Horticulture)	1	1.00	97,788	-		97,788	2,478,411	0.07%	2.92%	109			
23	509	Parks Ops	2 Temp Seasonal Employees	2	1.67	70,534	-		70,534	2,548,945	0.05%	2.98%	-			
24	265	Purchasing Services	Buyer	1	1.00	87,861	-		87,861	2,636,806	0.07%	3.04%	(998)			
25	836	PW / Roads	Roads Supervisor	1	1.00	108,545	-		108,545	2,745,351	0.08%	3.12%	10,697			
26	842	PW / Roads	Sign Crew (2 Equipment Operators)	2	2.00	104,393	-		104,393	2,849,745	0.08%	3.20%	-			
27	424	Recreation Culture	Vellore CC Fitness Centre Staff (Gapped)	2	0.17	173,648	-	(159,177)	14,471	2,864,215	0.01%	3.21%	166,889			
28	442	Recreation Culture	Diversity & Inclusivity Comm. Program	-	-	75,000	(25,000)		50,000	2,914,215	0.04%	3.25%	(60,000)			
29	430	Recreation Culture	Special Events Coordinator	1	1.00	88,599	-		88,599	3,002,815	0.07%	3.31%	(6,500)			
30	81	Strategic Planning	Vision 2020 Strategic Plan Update	-	-	50,000	(15,000)		35,000	3,037,815	0.03%	3.34%	(15,000)			
31	87	Strategic Planning	On-Line Citizen Engagement Survey	-	-	75,000	-		75,000	3,112,815	0.06%	3.40%	(50,000)			
Total of ARRs Recommended by Senior Management Team									47	42.03	4,307,216	(1,035,225)	(159,177)	3,112,815	2.32%	110,700

Total Tax Increase (1%=\$1,345,514)
 2011 Base Budget Increase
 Tax Increase due to ARRs Recommended by Senior Management Team

3.40%
1.08%
2.32%

Rounded

Note 1:
 A check mark in this column indicates an ARR with a direct link to Vaughan Vision 2020 and/or a Master Plan.

2011 Additional Resource Requests

Senior Management Team Recommendations

#	Ref Page	Department	Description	# of Positions	Position Status	Grade	Rate	OT Pay	Salary	OT	Benefit	Other	Computer Equipment	Office Equip & Furniture	Offset	Other One-Time	Total Cost
2011 Base Budget Increase																	
Zero Budget Impact																	
A1	602	Building Standards	1 Plans Examiner (Zoning)	1	FT		Start	No	62,438	-	15,922	-	3,500	1,700	(83,560)	-	-
A2	608	Building Standards	1 Clerk Typist D	1	FT		Start	No	43,196	-	11,015	-	3,500	1,700	(59,411)	-	-
A3	221	City Financial Services	Finance Business / Project Manager	1	FT	8	Start	No	86,931	-	22,167	-	-	-	(109,098)	-	-
A4	731	Dev./ Transp. Eng.	Municipal Services Inspect Erosion Sediment Control	1	FT	J	Start	Yes	66,035	5,000	18,114	6,500	3,000	5,000	(103,849)	200	-
A5	737	Dev./ Transp. Eng.	Spadina Subway TTC Sr. Eng. Asst. (Contract)	1	FT	L	Start	Yes	70,736	5,000	16,971	1,200	3,000	5,000	(101,907)	-	-
A6	787	Engineering Services	Municipal Services Inspector	1	FT	J	Start	No	66,035	4,000	17,859	6,150	1,500	2,000	(97,744)	200	-
A7	101	Enviro. Sustain.	Sustainability Coordinator (Contract Conv.)	1	FT	5	1	No	63,147	-	16,102	500	-	-	(79,749)	-	-
A8	484	Fleet	Filing Clerk (FT Conv.)	1	FT	A	1	No	34,993	-	8,923	-	-	-	(43,916)	-	-
Budget Impact																	
1	649	Access Vaughan	Citizen Service Representatives	2	PT	F	Start	No	71,540	-	11,648	1,200	6,000	-	-	3,000	93,388
2	240	Budgeting & FP	Budget Analyst	1	FT	7	Start	No	76,405	-	19,483	900	-	-	-	4,000	100,788
3	461	Buildings & Facilities	Mechanical Supervisor	1	FT	7	Start	Yes	85,574	-	21,821	800	2,500	250	-	-	110,945
4	692	Corporate Comm	Public relations staff	1	FT	5	Start	No	63,147	-	16,102	-	3,000	1,000	-	-	83,249
5	564	Development Planning	Urban Design Awards Program	-												30,000	30,000
6	626	Eco. Dev	Research Coordinator	1	FT	4	2	Yes	60,138	-	15,335	-	-	-	-	-	75,473
7	343	Enforcement Services	Licensing Enforcement Field Officer	1	FT	I	Start	No	62,439	1,500	16,304	2,000	1,500	250	(45,000)	500	39,493
8	349	Enforcement Services	Property Standards Officer	1	FT	I	Start	No	62,439	500	16,049	4,000	3,000	1,000	-	-	86,988
9	781	Engineering Services	Manager of Traffic Engineering	1	FT	9	Start	No	92,452	-	23,575	5,300	2,000	2,000	-	200	125,527
10	775	Engineering Services	Administrative Assistant	1	FT	G	Start	No	55,793	500	14,355	700	2,000	2,000	-	-	75,348
11	171	Fire & Rescue Services	7-10 Engine Crew (6 FF & 4 Cap)	10	FT	Var.	Start	No	731,240	-	186,466	31,840	10,200	-	(25,000)	-	959,746
12	151	Fire & Rescue Services	Mechanic - Emergency Vehicle Technician	1	FT	Yr1	Start	No	64,999	-	16,575	100	-	-	-	-	56,674
13	383	Human Resources	Prof. Fees - Engagement Survey	-							-	50,000	-	-	-	-	50,000
14	377	Human Resources	Crossing Guard Coordinator (FT Conv.)	1	FT	4	Start	No	62,874	-	16,033	-	-	-	(33,595)	-	45,312
15	389	Human Resources	Learning & Dev. Specialist	1	FT	6	Start	No	69,462	-	17,713	1,000	1,200	-	-	-	89,375
16	371	Human Resources	Recognition Awards	-							-	15,000	-	-	-	-	15,000
17	665	Info & Tech. Management	ITM Security Analyst	1	FT	7	Start	No	76,405	-	19,483	-	3,000	1,000	-	-	99,888
18	671	Info & Tech. Management	Enterprise Data Architect	1	FT	7	Start	No	76,405	-	19,483	-	3,000	1,000	-	-	99,888
19	316	Legal Services	Junior Lawyer OMB Contract	1	FT	11	Start	No	114,596	-	25,679	-	1,539	850	(112,220)	-	30,444
20	322	Legal Services	Law Clerk	1	FT	3	Start	No	52,188	-	13,308	-	1,539	850	-	-	67,885
21	503	Parks Ops	2 Park Attendants	2	FT	E	Start	No	95,452	3,869	25,335	20,500	-	-	(100,176)	200	45,210
22	515	Parks Ops	Assistant Foreperson (Horticulture)	1	FT	NA	NA	No	53,553	3,888	14,647	20,500	2,500	2,500	-	200	97,788
23	509	Parks Ops	2 Temp Seasonal Employees	2	PT	A	1	No	61,824	-	8,710	-	-	-	-	-	70,534
24	265	Purchasing Services	Buyer	1	FT	7	Start	No	62,439	-	15,922	2,000	2,500	4,000	-	1,000	87,861
25	836	PW / Roads	Roads Supervisor	1	FT	7	Start	No	85,574	1,150	21,821	1,150	-	-	-	-	108,545
26	842	PW / Roads	Sign Crew (2 Equipment Operators)	2	FT	C	Start	Yes	79,674	3,508	21,211	-	-	-	-	-	104,393
27	424	Recreation Culture	Vellore CC Fitness Centre Staff (Gapped)	2	FT	J1	2.2	No	138,195	-	35,453	-	-	-	(159,177)	-	14,471
28	442	Recreation Culture	Diversity & Inclusivity Comm. Program	-							15,000	-	-	-	(25,000)	-	50,000
29	430	Recreation Culture	Special Events Coordinator	1	FT	5	Start	No	63,147	-	16,102	2,850	3,300	3,000	-	200	88,599
30	81	Strategic Planning	Vision 2020 Strategic Plan Update	-							-	-	-	-	(15,000)	-	35,000
31	87	Strategic Planning	On-Line Citizen Engagement Survey	-							-	25,000	-	-	-	-	75,000
Total of ARRs Recommended by Senior Management Team																	47
																	3,011,495
																	27,765
																	755,690
																	214,190
																	63,278
																	35,100
																	(1,194,402)
																	199,700
																	3,112,815
Total Tax Increase (1%=\$1,345,514)																	
2011 Base Budget Increase																	
Tax Increase due to ARRs Recommended by Senior Management Team																	

Note 1:
A check mark in this column indicates an ARR with a direct link to Vaughan Vision 2020 and/or a Master Plan.

2012 Additional Resource Requests

Senior Management Team Recognised

#	Ref Page	Department	Description	# of Positions	2012 Net FTE	Annual Cost	Offsets	Gapping	2012 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.	2013 Impact
2012 Base Budget Increase													
Zero Budget Impact													
A1	749	Dev. Transp. Eng.	TDM Coordinator	1	1.00	106,401	(106,401)		-	-	0.00%	1.99%	(10,200)
A2	737	Dev./Transp. Eng.	TTC Muni. Inspector Contract Position	1	1.00	108,122	(108,122)		-	-	0.00%	1.99%	(8,000)
A3	799	Engineering Services	Project Manager	1	1.00	101,141	(101,141)		-	-	0.00%	1.99%	-
A4	805	Engineering Services	Capital Design Team	2	2.00	182,789	(182,789)		-	-	0.00%	1.99%	580
Budget Impact													
1	649	Access Vaughan Buildings & Facilities	Citizen Service Representatives	2	1.38	96,743	-		96,743	96,743	0.07%	2.06%	(9,000)
2	467	Buildings & Facilities	Vellore CC FC Facility Operator I -	1	1.00	68,039	-		68,039	164,781	0.05%	2.11%	5,756
3	698	Corporate Comm	Web Content Mgmt Position	1	1.00	87,591	-		87,591	252,372	0.06%	2.17%	(4,000)
4	570	Dev. Planning	Zoning By-law Review Contract Staff	6	6.00	579,480	-		579,480	831,852	0.41%	2.57%	(17,101)
5	743	Dev. Transp. Eng.	Clerical Assistant	1	1.00	67,737	(20,000)		47,737	879,589	0.03%	2.61%	(7,571)
6	632	Eco. Dev	Business Development Officer	1	1.00	87,573	-		87,573	967,162	0.06%	2.67%	-
7	349	Enforcement Services	Property Standards Officer	1	1.00	90,476	-		90,476	1,057,637	0.06%	2.73%	(2,584)
8	793	Engineering Services	Traffic Analyst	1	1.00	84,862	-		84,862	1,142,500	0.06%	2.79%	622
9	793	Engineering Services	Traffic Technician	1	1.00	58,487	-		58,487	1,200,986	0.04%	2.83%	429
10	139	Fire & Rescue Services	Communication Operators	2	2.00	154,761	-		154,761	1,355,748	0.11%	2.94%	-
11	177	Fire Services	Station 75 - Engine Crew (16 FF & 4 Cap)	20	20.00	1,711,015	-		1,711,015	3,066,762	1.20%	4.14%	(10,200)
12	395	Human Resources	HR Partner	1	1.00	103,341	-		103,341	3,170,104	0.07%	4.21%	(1,200)
13	389	Human Resources	Learning/Dev Specialist & Coordinator	2	2.00	165,436	-		165,436	3,335,539	0.12%	4.32%	(2,400)
14	875	Library	E-Media Pilot Specialist (Cont.) gapped	1	0.50	69,910	-	(34,955)	34,955	3,370,494	0.02%	4.35%	5,398
15	881	Library	Resource Purchasing Power Protection	-	-	32,120	-		32,120	3,402,614	0.02%	4.37%	-
16	509	Parks Ops	Temp Seasonal Employees	1	0.84	35,267	-		35,267	3,437,881	0.02%	4.40%	-
17	521	Parks Ops	GPS - Sidewalk Snow Plow Machines	1	-	42,723	-		42,723	3,480,604	0.03%	4.42%	-
18	271	Purchasing Services	Sr. Technical Position	1	1.00	71,453	-		71,453	3,552,057	0.05%	4.47%	(740)
19	848	PW/Roads	Micro Milling	-	-	250,000	-		250,000	3,802,057	0.17%	4.65%	-
20	436	Recreation Culture	Special Events Supervisor	1	1.00	110,491	-		110,491	3,912,549	0.08%	4.73%	(6,500)
Total of ARRs Recognized by Senior Management Team									3,912,549	(518,454)	2.74%		(66,711)

Total Tax Increase (1%=\$1,429,453)

2012 Base Budget Increase

Tax Increase due to ARRs Recognized by Senior Management Team

4.73%
1.99%
2.74%

Note 1:

A check mark in this column indicates an ARR with a direct link to Vaughan Vision 2020 and/or a Master Plan.

2012 Additional Resource Requests

Senior Management Team Recognised

#	Ref Page	Department	Description	# of Positions	Position Status	Grade	Rate	OT Pay	Salary	Overtime	Benefit	Other	Computer Equipment	Office Equip & Furniture	Offset	Other One-Time	Total Cost	
2012 Base Budget Increase																		
Zero Budget Impact																		
A1	749	Dev. Transp. Eng.	TDM Coordinator	1	FT	6	Start	No	72,977	-	18,974	4,250	5,000	5,000	(106,401)	200	-	
A2	737	Dev./Transp. Eng.	TTC Muni. Inspector Contract Position	1	FT	L	Start	Yes	73,589	5,000	17,283	4,250	3,000	5,000	(108,122)	-	-	
A3	799	Engineering Services	Project Manager	1	FT	7	Start	No	80,271	-	20,870	-	-	-	(101,141)	-	-	
A4	805	Engineering Services	Capital Design Team	2	FT	7,H	Start	No	143,071	2,000	37,718	-	-	(182,789)	-	-		
Budget Impact																		
1	649	Access Vaughan Buildings & Facilities	Citizen Service Representatives	2	PT	F	Start	No	74,425	-	12,118	1,200	6,000	-	-	3,000	96,743	
2	467	Buildings & Facilities	Vellore CC FC Facility Operator I -	1	FT	E	Start	Yes	53,202	400	13,937	500	-	-	-	-	68,039	
3	698	Corporate Comm	Web Content Mgmt Position	1	FT	5	Start	No	66,342	-	17,249	-	3,000	-	-	1,000	87,591	
4	570	Dev. Planning	Zoning By-law Review Contract Staff	6	FT	5(L),1(7)	Start	No	456,245	-	102,235	1,200	10,800	9,000	-	-	579,480	
5	743	Dev. Transp. Eng.	Clerical Assistant	1	FT	D	Start	No	46,418	-	12,069	1,250	3,000	5,000	(20,000)	-	47,737	
6	632	Eco. Dev	Business Development Officer	1	FT	5	2	Yes	69,502	-	18,071	-	-	-	-	-	87,573	
7	349	Enforcement Services	Property Standards Officer	1	FT	I	Start	No	64,957	500	17,019	4,000	3,000	1,000	-	-	90,476	
8	793	Engineering Services	Traffic Analyst	1	FT	I	Start	No	67,351	-	17,511	-	-	-	-	-	84,862	
9	793	Engineering Services	Traffic Technician	1	FT	D	Start	No	46,418	-	12,069	-	-	-	-	-	58,487	
10	139	Fire & Rescue Services	Communication Operators	2	FT	Start	Start	No	121,874	-	31,687	1,200	-	-	-	-	154,761	
11	177	Fire Services	Station 75 - Engine Crew (16 FF & 4 Cap)	20	FT	Var.	Start	No	1,299,980	-	337,995	62,840	5,000	5,000	-	200	1,711,015	
12	395	Human Resources	HR Partner	1	FT	7	Start	No	80,271	-	20,870	1,000	1,200	-	-	-	103,341	
13	389	Human Resources	Learning/Dev Specialist & Coordinator	2	FT	6,3	Start	No	127,806	-	33,230	2,000	2,400	-	-	-	165,436	
14	875	Library	E-Media Pilot Specialist (Cont.) gapped	1	FT	6	Start	No	57,112	-	12,798	-	-	(34,955)	-	-	34,955	
15	881	Library	Resource Purchasing Power Protection	1	PT	A	1	No	30,912	-	4,355	-	-	-	-	-	32,120	
16	509	Parks Ops	Temp Seasonal Employees	1	PT	A	Start	No	53,931	-	14,022	-	2,500	-	-	1,000	71,453	
17	521	Parks Ops	Sr. Technical Position	1	FT	Start	Start	No	53,931	-	14,022	-	2,500	-	-	-	71,453	
18	271	Purchasing Services	Micro Milling	1	FT	7	Start	No	80,271	-	20,870	2,850	3,300	3,000	-	-	250,000	
19	848	PW/Roads	Special Events Supervisor	1	FT	7	Start	No	80,271	-	20,870	2,850	3,300	3,000	-	-	110,491	
20	436	Recreation Culture	Special Events Supervisor	49	FT	7	Start	No	3,166,925	7,900	792,950	411,383	48,200	33,000	(553,409)	5,600	3,912,549	
Total of ARRs Recognized by Senior Management Team																		
Total Tax Increase (1%=\$1,429,453)																		
2012 Base Budget Increase																		
Tax Increase due to ARRs Recognized by Senior Management Team																		

Note 1:

A check mark in this column indicates an ARR with a direct link to Vaughan Vision 2020 and/or a Master Plan.

Additional Resource Requests Deferred to Beyond 2012

#	Department	Description	# of Positions	2013 Net FTE	Annual Cost	Offsets	Gapping	2013 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.	2014 impact
Budget Impact												
1	Buildings & Facilities	City Hall Mfnce Operator (Temp)	1	0.60	29,104			29,104	29,104	0.02%	0.02%	(29,104)
2	Clerks	Coordinator (marriages/election/etc.)	1	1.00	128,478	(10,000)		118,478	147,582	0.08%	0.10%	(4,350)
3	Clerks	Shredding Bins	-	-	12,000			12,000	159,582	0.01%	0.10%	-
4	Clerks	EDMS Business Analyst	1	1.00	106,141			106,141	265,723	0.07%	0.17%	(5,000)
5	Clerks	EDMS Technical SME	1	1.00	106,141			106,141	371,865	0.07%	0.24%	(5,000)
6	Corporate Communication	Marketing Services Staff	1	1.00	87,591			87,591	459,456	0.06%	0.30%	(4,000)
7	Dev./ Transp. Eng.	Lot Grading Application Expediter	1	1.00	84,714			84,714	544,169	0.06%	0.36%	(13,000)
8	Emergency Planning	Exercise Consultant	-	-	15,000	(5,000)		10,000	554,169	0.01%	0.36%	(10,000)
9	Enforcement Services	Enforcement Clerk D	1	1.00	60,538			60,538	614,707	0.04%	0.40%	(2,500)
10	Info & Tech. Management	Business Analyst	1	1.00	105,141			105,141	719,849	0.07%	0.47%	(4,000)
11	Info & Tech. Management	Solution Trainer (2012)	1	1.00	105,141			105,141	824,990	0.07%	0.54%	(4,000)
12	Library	City Hall - Resource Library	52	39.66	803,600			803,600	1,628,590	0.53%	1.07%	2,139,600
13	Library	Kiosk PT Staff (gapped)	1	0.68	73,193		(32,449)	40,744	1,669,334	0.03%	1.09%	(1,344)
14	Parks Ops	Asset Mgmt Coordinator	1	1.00	105,141			105,141	1,774,476	0.07%	1.16%	(4,000)
15	Parks Ops	5 year Urban Forest	-	-	63,000			63,000	1,837,476	0.04%	1.20%	-
16	Parks Ops	Park Tent Services for Seniors	-	-	20,143			20,143	1,857,619	0.01%	1.22%	-
17	Policy Planning	PT Clerk	1	1.00	31,896	(5,412)		26,484	1,884,102	0.02%	1.23%	(2,600)
18	PW / Waste	Recyclable Paper at designated CP Super mallit	-	-	26,000			26,000	1,910,102	0.02%	1.25%	26,000
19	Real Estate	Real Estate Consultant - Acquisitions	1	1.00	112,476			112,476	2,022,579	0.07%	1.32%	-
20	Recreation Culture	Accessibility Coordinator	1	1.00	105,141			105,141	2,127,720	0.07%	1.39%	(4,000)
21	Recreation Culture	Arts & Culture Comm. Mark. Prog. Dev.	-	-	50,000			50,000	2,177,720	0.03%	1.43%	-
22	Recreation Culture	Additional Funding for Special Events	-	-	26,000			26,000	2,203,720	0.02%	1.44%	-
23	Recreation Culture	Cultural Services Coordinator	1	1.00	94,195			94,195	2,297,915	0.06%	1.50%	(7,000)
Total of ARRs Deferred Beyond 2012								2,297,915		1.50%		2,065,702

Note 1:

A check mark in this column indicates an ARR with a direct link to Vaughan Vision 2020 and/or a Master Plan.

Additional Resource Requests Deferred to Beyond 2012

#	Department	Description	# of Positions	Position Status	Grade	Rate	OT Pay	Salary	OT	Benefit	Other	Computer Equipment	Office Equip & Furniture	Offset	Other One-Time	Total Cost
Budget Impact																
1	Buildings & Facilities	City Hall Mfnce Operator (Temp)	1	FT	C	Start	No	23,902	400	4,301	500			-	-	29,104
2	Clerks	Coordinator (marriages/election/etc.)	1	FT	7	5	No	95,562		24,846	3,720	1,500	2,500	(10,000)	350	118,478
3	Clerks	Shredding Bins						-		-	12,000	-	-	-	-	12,000
4	Clerks	EDMS Business Analyst	1	FT	7	Start	No	80,271	-	20,870	-	2,000	2,500	-	500	106,141
5	Clerks	EDMS Technical SME	1	FT	7	Start	No	80,271	-	20,870	-	2,000	2,500	-	500	106,141
6	Corporate Communication	Marketing Services Staff	1	FT	5	Start	No	66,342	-	17,249	-	3,000	1,000	-	-	87,591
7	Dev./ Transp. Eng.	Lot Grading Application Expediter	1	FT	F	Start	No	56,122	-	14,592	1,000	8,000	5,000	-	-	84,714
8	Emergency Planning	Exercise Consultant						-	-	-	-	-	-	(5,000)	15,000	10,000
9	Enforcement Services	Enforcement Clerk D	1	FT	D	Start	No	45,268	-	11,770	1,000	1,500	500	-	500	60,538
10	Info & Tech. Management	Business Analyst	1	FT	7	Start	No	80,271	-	20,870	-	3,000	1,000	-	-	105,141
11	Info & Tech. Management	Solution Trainer (2012)	1	FT	7	Start	No	80,271	-	20,870	-	3,000	1,000	-	-	105,141
12	Library	City Hall - Resource Library	52	Various	Var.	Start	No	544,100	-	121,800	137,700			-	-	803,600
13	Library	Kiosk PT Staff (gapped)	1	PT	4	NA	No	60,091	-	11,102	-			(32,449)	2,000	40,744
14	Parks Ops	Asset Mgmt Coordinator	1	FT	1	Start	No	80,271	-	20,870	-	3,000	1,000	-	-	105,141
15	Parks Ops	5 year Urban Forest						-	-	-	63,000			-	-	63,000
16	Parks Ops	Park Tent Services for Seniors						-	-	-	20,143			-	-	20,143
17	Policy Planning	PT Clerk	1	FT	3	Start	No	25,678	-	3,618	-	1,600	1,000	(5,412)	-	26,484
18	PW / Waste	Recyclable Paper at designated CP Super mallit						-	-	-	26,000			-	-	26,000
19	Real Estate	Real Estate Consultant - Acquisitions	1	FT	7	5	No	95,562	-	16,914	-			-	-	112,476
20	Recreation Culture	Accessibility Coordinator	1	FT	7	1	No	80,271	-	20,870	-	3,000	1,000	-	-	105,141
21	Recreation Culture	Arts & Culture Comm. Mark. Prog. Dev.	-					-	-	-	50,000			-	-	50,000
22	Recreation Culture	Additional Funding for Special Events	-					-	-	-	26,000			-	-	26,000
23	Recreation Culture	Cultural Services Coordinator	1	FT	J	Start	No	69,202	-	17,993	-	5,000	2,000	-	-	94,195
Total of ARR's Deferred Beyond 2012			67					1,563,455	400	369,408	341,063	36,600	21,000	(52,861)	18,850	2,297,915

Note 1:

A check mark in this column indicates an ARR with a direct link to Vaughan Vision 2020 and/or a Master Plan.



CITY OF VAUGHAN

2011-12 DRAFT OPERATING BUDGET

*BUSINESS PLAN
PERFORMANCE MEASURES
SUMMARY*

2011 Business Plans - Business Measures

* Not included in Trend
 ± Projection, not included in trend
 μ Partial Year, not included in trend

↑ favourable trend
 ↓ unfavourable trend

Measure	Standard	2004	2005	2006	2007	2008	2009	2010 Projection	2011 Budget	2012 Budget	Trend Indicator ↑ Increase ↓ Decrease ↔ Flat ↔ Fluctuating ↘ downward trending ↗ upward trending
CITY MANAGER											
Operational Audit Number of audit reports completed in 2009 vs audit work plan - planned			8	11	10	6	6				No data
Number of audit reports completed in 2009 vs audit work plan - completed			7	8	7	7	1				No data
Strategic Planning Customer satisfaction rating on strategic planning process, departmental projects and business plans (TBD)							TBD				
Number of Corporate projects per year (TBD)							TBD				
Number of projects completed on time (TBD)							TBD				
Corporate Policy Projects or assignments that have been given direction to proceed (TBD):											
Meeting of timelines and milestones (TBD):											
Completion of projects or assignments in accordance with the prescribed deliverables (e.g. SMT/Council approval for a study or report) (TBD):											
Completion of required monitoring programs (TBD):											
Fire Administration Improvement in ability to meet OFM 10 in 10 standard City wide	90%		58%	45%	61%	64%	53%	51%			↓
Cost of Operating Fire Services per \$1,000 of Budgeted Assessment		0.72	0.73	0.70	0.70	0.73	0.72				↔↔
Average Response Times - All Calls (minutes)	7.00	6.40	6.50	6.37	6.48	6.30	6.38	6.35			↔↔
Enhanced opportunities for delivery of Public Fire Safety Education											
Fire Communications Dispatching the correct type of fire apparatus within 60 seconds after receiving each emergency call from the 911 centre.	95%		83%	85%	90%	90%					No data
Fire Mechanical Percentage of maintenance as per the annual maintenance master plan	90%	80%	80%	87%	85%	88%	90%	74%			↔↔
Fire Operations Response time - minutes	7.00	6.40	6.50	6.37	6.48	6.30	6.38	6.35			↔↔
Fire Prevention Inspections - work volume			638	670	1,192	1,938	3,541	2,500	2,500	2,500	↑
Municipal License - work volume			387	445	758	553	385	350	300	350	↓
Site Plan/Variance - work volume			311	401	906	952	194	200	200	250	↓
Plans Examination - work volume			178	409	636	648	428	650	400	450	↓
Fire Searches - work volume			115	98	175	184	108	100	175	175	↓
Public Education - work volume			83	31	291	836	686	700	550	600	
Fire Investigation - work volume			20	17	53	49	51	50	45	40	
New Building - work volume			90	63	145	297	211	210	300	350	↗
Grow Op -work volume					10	18	16	10	7	5	
Prosecution -work volume					81	100	194	200	150	175	↗

2011 Business Plans - Business Measures

* Not included in Trend
 ± Projection, not included in trend
 μ Partial Year, not included in trend

favourable trend
 unfavourable trend

Measure	Standard	2004	2005	2006	2007	2008	2009	2010 Projection	2011 Budget	2012 Budget	Trend Indicator ↑ Increase ↓ Decrease ↔ Flat ↔ Fluctuating ↘ downward trending ↗ upward trending
Emergency Planning											
Appoint a Community Emergency Management Coordinator (2005 addition of alternatives)											
Establish and maintain an Emergency Management Program Committee											
Perform and maintain a community risk profile											
Identify and maintain critical infrastructure identification											
Develop, review and update an Emergency Plan											
An EOC with appropriate telecommunications											
Staff Training											
Annual Exercise (increasing in complexity)											
Designate a Public Information Officer											
Public Awareness Program											
Implementation of CSA Z1600 standards (to be issued Q4/08)											
Recovery Plans (2A0)											
Develop Business Continuity Plan and department strategies (2B/C)											
Develop a community evacuation plan (2D)											
Develop Emergency Operations Procedure Manual (2E)											
Develop response strategies for identified hazards (2E)											
Coordination with external agencies for pandemic influenza response and other emergency responses											
Environment Sustainability											
Number of requests for information/support received and addressed (TBD)							TBD				
Number of projects completed each year (TBD)							TBD				
Number of actions completed under Green Directions Vaughan (TBD)							TBD				
Percentage reduction in City Corporation energy/gas consumption (TBD)							TBD				
Percentage reduction in City Corporation carbon footprint (TBD)							TBD				
DEPUTY CITY MANAGER/COMMISSIONER OF FINANCE AND CORPORATE SERVICES											
Financial Services											
Total Number of Tax Bills Processed per FTE			4,151	5,084	5,389	5,629	5,780				↑
Taxes Receivable as a Percentage of Outstanding Taxes			6.6%	6.3%	6.9%	6.9%	6.0%				↓
Percentage of Pre-Authorized Payment Plan Participation per Annum			15.2%	16.8%	17.0%	18.2%	19.3%				↑
Total Number of Payable Invoices Processed per FTE			7,140	7,264	6,188	3,905					
Budgeting & Financial Planning											
Efficiency - Total City Budget \$ per Budgeting Division FTE	30,000,000	35,273,498	39,641,873	33,522,677	35,322,768	36,382,521	38,970,604	41,089,497	42,322,182	43,591,847	↑
Efficiency - Budget Submissions per Budgeting Division FTE	10.0	12.3	13.3	10.8	10.8	11.0	12.4	13.0	13.5	14.1	↑
Efficiency - Total Account Requiring Analysis per FTE	700	788	873	732	744	752	879	918			↑
Effectiveness - Operating Budget Accuracy - City Budget vs. Actual Results (overall)		96.83	97.22	98.62	98.58	98.63	98.7	98.2	98.2	98.2	↔
Efficiency - # of Adhoc Projects/Analysis - TBD							TBD				
Efficiency - Mgmt Overtime Hours & equivalent FTE - TBD							TBD				
Effectiveness - LRFP Accuracy - Net Tax Levy Percentage Increase							TBD				

2011 Business Plans - Business Measures

↑ favourable trend
↓ unfavourable trend

* Not included in Trend
± Projection, not included in trend
µ Partial Year, not included in trend

Measure	Standard	2004	2005	2006	2007	2008	2009	2010 Projection	2011 Budget	2012 Budget	Trend Indicator ↑ Increase ↓ Decrease ↔ Flat ↔ Fluctuating ∨ downward trending ∧ upward trending
Reserves & Investments											
Total Capital Expenditure per Capital FTE		\$22,148,268	\$37,806,857	\$14,242,286	\$19,846,447	\$49,714,121	\$1,073	\$1,128	\$1,100		No data
Total Reserves and Reserve Funds per Capita		\$606	\$746	\$801	\$840	\$1,022	\$1,073	\$1,128	\$1,100		↔
Average Interest Rate of Return		2.45%	2.76%	4.28%	4.66%	3.82%	1.11%				∨
Benchmark Avg Interest Rate of Return		2.20%	2.52%	3.83%	4.39%	4%	1%				∨
Total number of transactions per Development Financing FTE		1,677	1,386	2,096	2,040	\$1,745					No data
Purchasing											
Number of bids greater than \$100,000 per FTE			6	6	5	6	10	15	12		↔
Number of bids less than \$100,000 per FTE			19	19	21	21	39	39	36		∧
Number of operating purchase orders per FTE			106	103	162	179	180	180	180		↔
Number of capital purchase orders per FTE			51	55	63	70	80	84	75		∧
Turnaround time for bid tenders (TBD)							TBD				
COMMISSIONER OF LEGAL AND ADMINISTRATIVE SERVICES											
Clerks											
Number of licenses issued - stationary			2,300	2,300	2,256	2,985	2,212	2,520	2,572		∧
Number of licenses issued - mobile			1,176	1,537	1,395	1,876	2,093	1,860	1,943		∧
Number of licenses issued - marriage			637	566	705	800	982	625	716		↑
Total cost per license issued			\$93.50	\$86.97	\$89.31	\$77.38	\$61.96	\$67.21	\$67.98		∨
Average turnaround time per business license application (Business Weeks)			20.30	18.80	11.70	0.84	0.84	0.84	0.84		↔
Number of JOC Records Centre Requests					6,073	7,879	6,001	6,500	6,500		↔
Archival Services Information/Research Requests per Annum - # of Requests			255	301	308	284	281	300	400		↑
Archival Services Information/Research Requests per Annum - Total Hours			348	387	454	462	461	500	600		↑
Quantity of Archival Records Processed per Annum			235	210	240	250	260	280	450		↑
Number of Access Requests through Freedom of Information Act					90	112	119	128	136		∧
Number of Appeals and Privacy Complaints through Freedom of Information Act					20	30	22	10	10		∨
# of Committee of Adjustment applications			419	539	511	397	345	362	380		∨
# of registrations/FTE			69	96	70	60	57	65	67		↔
# of photocopies/FTE (print shop)				506,374	702,456	785,456	760,181	950,226			↑

2011 Business Plans - Business Measures

* Not included in Trend
 ± Projection, not included in trend
 μ Partial Year, not included in trend

favourable trend
 unfavourable trend

Measure	Standard	2004	2005	2006	2007	2008	2009	2010 Projection	2011 Budget	2012 Budget	Trend Indicator ↑ Increase ↓ Decrease ↔ Flat ↔ Fluctuating ↘ downward trending ↗ upward trending
Legal											
Number of Lawyer/Employee		224	237	190	196	199	224	232	242	252	▲
Number of lawyers per capita		56,875	56,875	47,600	48,000	50,400	52,000	57,000	59,000	61,000	▲
Dollar value of cash-in-lieu determinations and number of appraisals.		\$2,602,965	\$9,660,843	\$11,476,743	\$5,954,575	\$3,812,862	\$3,550,000	\$3,000,000	\$3,100,000	\$3,300,000	▼
Number of OMB hearing days		184	200	100	184	156	270	88	760	450	↔
Number of Litigation days						278	190	245	276	230	▼
number of acquisitions		6	5	2	6	4	6	7	7	5	↔
number of sales		13	14	8	2	8	8	8	2	1	↔
dollar value of acquisitions		\$4,068,729	\$1,685,763	\$8,827,000	\$1,704,000	\$2,330,773	\$1,036,585	\$18,535,000	\$19,200,000	\$25,000,000	↔
dollar value of sales		\$918,245	\$7,725,852	\$5,761,778	\$1,443,333	\$3,147,150	\$100,521	\$30,000	\$1,100,000	\$1,000,000	↔
Enforcement Services											
Enforcement Services Complaint-Driven Requests		5,977	5,939	6,100	6,800	7,400	8,000	8,500	10,000		↑
Number of Online Ticket Payments						8,500	8,440	8,640	9,000		↑
Service Standard Response - % of calls not meeting standard	20%					56%	40%	65%	70%		↑
Number of Complaint Driven Service Request per Field Officer	300	273	270	277	309	336	320	340	365		↑
Number of Complaints Concluded (closed and completed)		3,900	2,470	4,672	5,949	5,500	5,500	5,800	6,000		▲
Amount of parking revenue generated and actual received per annum	1,700,000	1,487,595	2,399,275	1,820,105	1,729,085	1,400,000	1,450,000	1,700,000	1,700,000		▲
Human Resources											
Number of Lost Time Injuries per 100 FTE's		1.75	2.15	3.31	2.44	2.10	1.78				↗
Number of Business Days Taken to Fill a Position			64	44	36	44.0	36				↔
Number of Days Lost on Sick Time per Annum		7.04	5.73	5.50	6.40	5.75	5.96				↔
Number of Labour Grievances		36.0	52.0	28.0	25.0	43.0	27.0				↔
Number of Grievances Resolved		32.0	35.0	14.0	18.0	9.0	14.0				↔
Number of Grievances to Arbitration		4.0	17.0	4.0	6.0	10.0	9.0				↔
Number of Grievances Allowed		-	-	-	1.0	-					↔
Average Days Lost due to Lost Time WSIB Injury/Disease		12.50	10.00	6.76	19.75	9.2	18.41				↔
Number of Training Days Offered		27	25	40	73	112	150				↗
Turnover Ratio				3.57	2.66	2.98	2.60				↔

2011 Business Plans - Business Measures

↑ favourable trend
↓ unfavourable trend

* Not included in Trend
± Projection, not included in trend
µ Partial Year, not included in trend

Measure	Standard	2004	2005	2006	2007	2008	2009	2010 Projection	2011 Budget	2012 Budget	Trend Indicator ↑ Increase ↓ Decrease ± Fluctuating µ Partial Year, not included in trend v downward trending ^ upward trending
COMMISSIONER OF COMMUNITY SERVICES											
Recreation and Culture											
Program budgets with cost recovery - expenses		\$12,411,449	\$13,329,574	\$15,343,090	\$15,577,624	\$16,027,432	\$16,684,160	\$17,894,335	\$18,214,140	\$18,474,530	↑
Program budgets with cost recovery - revenues		\$11,861,731	\$12,762,065	\$13,759,891	\$14,243,406	\$15,020,591	\$15,743,040	\$16,920,849	\$17,621,660	\$18,377,205	↑
Program budgets with cost recovery - net		\$549,718	\$567,509	\$1,583,199	\$1,334,218	\$1,006,841	\$941,120	\$973,486	\$592,480	\$97,325	↓
Departmental Revenue Generated per FTE		\$44,968	\$46,799	\$47,392	\$49,141	\$54,482					↔
Program Fill Rate - adult	70%	69%	58%	63%	60%	54%	57%				↔
Program Fill Rate - aquatics	70%	83%	84%	80%	80%	82%	81%				↔
Program Fill Rate - children/youth	70%	92%	86%	75%	62%	71%	71%				↔
Program Fill Rate - pre-school	70%	87%	86%	80%	78%	73%	71%				↔
Program Fill Rate - average	70%	82%	78%	76%	70%	70%	70%				↔
Facility Utilization Rate	80%	89%	89%	88%	89%	88%	87%				↔
Customer satisfaction with programs	80%			96%	95%	97%	95%				↔
Customer satisfaction with staff	80%			97%	98%	96%	95%				↔
City Playhouse utilization	70%			72%	77%	80%	79%				↔
Building and Facilities											
Quantity of Building Square Feet Maintained		1,183,585	1,294,658	1,348,411	1,421,951	1,433,201					↑
Number of Building Square Feet Maintained per Maintenance FTE		17,153	17,262	17,742	18,710	18,734					↑
Cost per Building Square Feet Maintained		10.02	10.53	11.11	11.04	11.44					↑
Utilities Consumption per Square Foot for all Major Buildings (to be developed)											TBD
Number of Work Orders per FTE, and Average Turn Around Time (to be developed)											TBD
Number of Unscheduled Disruptions (to be developed)											TBD
Fleet											
Cost per preventative maintenance service		91,774	138,058	116,376	145,893	149,876	69,472				↑
Number of work orders per clerical FTE		1,998	2,083	2,158	2,454	2,935	1748				↑
Number of work orders per mechanical FTE			344	348	403	527	343				↑
Amount of general repairs costs per year		340,429	394,587	394,334	418,732	484,255	219,543				↑

2011 Business Plans - Business Measures

↑ favourable trend
↓ unfavourable trend

* Not included in Trend
± Projection, not included in trend
µ Partial Year, not included in trend

Measure	Standard	2004	2005	2006	2007	2008	2009	2010 Projection	2011 Budget	2012 Budget	Trend Indicator ↑ Increase ↓ Decrease ± Fluctuating µ Partial Year, not included in trend ∨ downward trending ∧ upward trending
Parks Operations											
Number of Turf Hectares Maintained			601	621	656	667	686	711	771	811	↑
Turf Hectares Maintained per FTE			8.2	8.4	8.5	8.7	8.8	8.9	9.4	9.4	↑
Flower Bed Stops per FTE	205			195	197	201					n/a
Flower Bed Stops per Crew								85	85	85	n/a
Number of Forestry Work Orders Generated per Forestry FTE	1,738		1,970	1,750	1,811	4,481	6,403	9,957	10,556	11,083	↑
Number of sidewalk snowclearing kilometers per FTE	24		25	25	27	28	26	24	25	26	↔
Parks Development											
Time for delivery of New Park Development Projects to the Purchasing Department within the average time requirement											
Response time to resident inquiries:											
Please see business plan											
Please see business plan											
COMMISSIONER OF PLANNING											
Development Planning											
Total Number of New Planning Applications					271	251	204	247	275	296	↑
Volume of variance applications		367	265	475	420	342	284	310	341	341	↑
Volume of consent applications		77	54	64	96	55	56	74	81	81	↔
Number of Architectural/Urban Design Guidelines, Subdivision Landscape/ Streetscape Plans, Environmental Reports Prepared per FTE		74	87	93	102	112	101	159	177	194	↑
Total Number of Development Applications			279	317	271	251	204	247	275	296	↑
OMB Hearings			21	7	15	13	12	10	12	13	↔
Total Hours Allocated to OMB Hearings						343	547	100	110	120	▲
Number of Reports, Official Plan and Zoning Amendments, Agreements			514	416	354	311	260	441	500	520	↑
Number of active applications per FTE					60	69	51	50	50	50	↔
Total Number of Active Files in Process per FTE			493	560	599	685	511	500	500	500	↔
Policy Planning											
Number of Completed Projects			4	11	7	5	12	14	7		∨
Number of Projects Initiated			4	1	7	10	8	8	12		↔
Building Standards											
Permit Processing Times 1999 to 2010											
Please see business plan											

2011 Business Plans - Business Measures

* Not included in Trend
 ± Projection, not included in trend
 μ Partial Year, not included in trend

↑ favourable trend
 ↓ unfavourable trend

Measure	Standard	2004	2005	2006	2007	2008	2009	2010 Projection	2011 Budget	2012 Budget	Trend Indicator ↑ Increase ↓ Decrease ↔ Flat ↔ Fluctuating ↘ downward trending ↗ upward trending
Approx. Percentage of Inspections Requests Responded to within 48 hrs.											
Number of Outstanding Permits											
Provide timely and accurate information to Building Standards Stakeholders											
COMMISSIONER OF ECONOMIC AND TECHNOLOGY DEVELOPMENT AND CORPORATE COMMUNICATIONS											
Economic & Technology Development Number of business development completions per FTE			19	14	14	8	8				↔↔
Number of business consultations delivered by VBEC per FTE		1,522	1,391	1,233	1,470	1,207	1,300				↑
Number of jobs created through assistance of VBEC per FTE		736	781	765	626	667	650				↔↔
Execution of Communities in Bloom Conference											
Development of a sustainable funding model for Tourism											
Access Vaughan Aggregate number of calls offered by FTE				2,507	2,590	2,372	2,255	2,370	2,450	2,575	↓
Aggregate number of calls answered by FTE				2,057	2,227	2,229	2,098	2,203	2,313	2,429	↔↔
Year-to-date monthly service level - 80% of calls answered within 20 secs or less standard	80%			90%	80%	90%	90%	80%	75%	75%	↔↔
Percentage of Growth (Year over Year)				107,667 Jan - Jul	112,818 Jan - Jul						↔↔
Call Volume Monthly Average Year-over-Year											
Call Distribution (Transfers vs. Resolved)											
Information Desk Inquiries					12,804	14,898	19,472	20,445	21,467	22,540	↑
Average Handle Time for CSRs Year-over-Year											
ITM - Business Solutions Project Portfolio Management – use of resources @ 100%											
Execution of Projects on time/budget – 90%											
Staff Resources Demand vs Capacity											
Inventory of Supported Applications											
ITM - Technical Services Mission-critical computing infrastructure availability – 99.999% during normal business hours											
Computing infrastructure performance – at (or near) manufacturers' specifications											

2011 Business Plans - Business Measures

↑ favourable trend
↓ unfavourable trend

* Not included in Trend
± Projection, not included in trend
µ Partial Year, not included in trend

Measure	Standard	2004	2005	2006	2007	2008	2009	2010 Projection	2011 Budget	2012 Budget	Trend Indicator ↑ Increase ↓ Decrease ± Fluctuating µ Partial Year, not included in trend ∨ downward trending ∧ upward trending
ITM - Client Services											
Efficiency of Response to client issues – minimum 75% satisfaction rating											
Effectiveness of solutions to client issues – minimum 80% satisfaction rating											
Customer satisfaction – minimum 90% overall rating											
Please see business plan											
Please see business plan											
Please see business plan											
Corporate Communications											
# of News Releases and Media Advisories issued			54	276	255	233	291	230	230	190	↔
# of Media Contacts/Inquiries				222	603	381	444	300	270	320	↔
# of Media Clippings of published stories on Vaughan				2,229	2,754	3,447	3,129	2,700	2,500	2,500	↔
# of visitors to the City Website		755,497	910,125	1,412,984	1,389,420	1,458,800	1,531,800	1,608,390	2,100,000	2,400,000	↑
# of Website Postings		1,746	2,025	2,938	3,022	3,165	3,324	3,490	4,000	4,000	↔
# Corporate Events - Media Sponsorship			195,393	217,339	194,139	358,372	189,790	190,000			↔
# Corporate Events - Corporate Sponsorship			65,500	99,435	73,000	109,699	105,699	105,699			↔
Sponsorship - Mayor's Golf Tournament			135,024	160,000	180,393	132,368	88,441	90,000			↔
Sponsorship - Mayor's Gala			501,230	847,779	515,670	459,948	158,528	200,000			↓
Sponsorship for Mayor's Gala and Mayor's Golf Tournament				90	100	94	94	110			↔
COMMISSIONER OF ENGINEERING SERVICES AND PUBLIC WORKS DEPARTMENT											
Development/Transportation Engineering											
# of site plans-site approvals	30			37	33	35	44	53	47	48	↑
# of site plans-committee of adjustments	200.0			269.5	255.5	242.5	172.5	204.0	232.5	232.5	↓
Construction Value for Processed Subdivision Agreement per Year		33,107,000	92,250,000	227,192,000	86,831,000	124,916,235	90,658,000	35,056,836	16,306,000	12,229,000	↔
# of grading permits / FTE	565				635	698	638	706	917	433	↔
# of studies / FTE - planning					17	26	34	34	36	38	↑
# of studies / FTE - transportation					21	29	35	27	32	34	↔
# of complaints					226	476	432	703	725	750	↔
# of Executed Agreements per Year per FTE	5.0		5.4	10.0	6.4	6.8	6.4	8.6	5.0	3.0	↔
Engineering Services - Design											
% work completed		50.9	75.6	80.4	53.0	78.2	73.6	56.2			↔
% work in progress		48.1	22.7	19.6	47.0	21.6	17.4	43.5			↔
% work cancelled		-	0.6	-	-	0.2	-	-			n/a

2011 Business Plans - Business Measures

* Not included in Trend
 ± Projection, not included in trend
 μ Partial Year, not included in trend

↑ favourable trend
 ↓ unfavourable trend

Measure	Standard	2004	2005	2006	2007	2008	2009	2010 Projection	2011 Budget	2012 Budget	Trend Indicator ↑ Increase ↓ Decrease ↔ Flat ↔ Fluctuating ↘ downward trending ↗ upward trending
% work deferred		1.0	1.1	-	-	-	-	0.3			n/a
% of work ongoing							6.2	-			n/a
% York Region Undertaking							2.9	-			n/a
Engineering Services - Construction											
Final contract price as percentage of tender price		102	100	105	92	96	87				↘
Total Number of contracts			17	16	15	12	22				↗
Total Budget of contracts			16,785,548	12,039,689	8,002,823	8,930,625.0	22,197,615				↗
Total Budget per contract			987,385	752,481	533,522	744,219	1,008,983				↗
Engineering Services - Infrastructure											
ROP count		2,517	4,372	5,750	4,393	4,406	2,769	4,537			↗
MC Count	140	67	141	87	287	151.0	187	203			↗
Average Pavement Composite (PCI)	70.00			87.61	89.35	91.9	92.22	89.28	85.64		↗
Total Number of Surveys Completed per FTE.		27	29	31	81	81.0	76	60			↗
Engineering Services - Traffic											
Total Overtime hours per FTE.		382.5	476.5	487.0	450.0	480.0	207.0				↗
Number of requests processed per FTE		287.0	270.0	287.0	382.0	496.0	447.0	410.0			↑
Number of Studies in Progress per FTE		49.50	58.25	59.20	67.80	82.60	205.00				↑
Public Works - Administration											
Front Counter Sales & Service - Solid Waste Management		Please see business plan									
Front Counter Sales & Service - Greening Vaughan		Please see business plan									
Front Counter Sales - All other		Please see business plan									
Activities - other front count sales		Please see business plan									
Public Works - Roads											
Number of Lane Kilometers Maintained		1,780	1,905	1,991	2,007	2,022	2,052	2,104	2,144	2,184	↑
Expenditure per Kilometer of Preventative Maintenance	\$1,050.00	\$598	\$951	\$715	\$691	\$989	\$1,095	\$1,095	\$1,210	\$1,270.00	↑
Debris costs per FTE					\$3,306	\$3,565	\$6,850	\$6,700	\$7,097	\$7,311.00	↑
Total Number of Days to Sweep Total Lane Kilometers	20.00	25.40	27.20	28.40	28.40	22.0	20.00	20.60	19.80	20.00	↘
Public Works - Winter Operations											
winter cost/km		\$4,148	\$4,510	\$3,072	\$3,047	\$3,503	\$4,393	\$4,235	\$4,655	\$4,758	↑
windrow cost/km		\$610	\$516	\$417	\$425	\$512	\$504	\$473	\$484	\$483	↗
Winter control route kilometers per Plowing/Salting/Combo unit		19	20	22	19	25	26	27	27	27	↗
Number of winter events that met or exceeded standards		39	51	31	51	45	37	48	48	48	↘

2011 Business Plans - Business Measures

* Not included in Trend
 ± Projection, not included in trend
 μ Partial Year, not included in trend

↑ favourable trend
 ↓ unfavourable trend

Measure	Standard	2004	2005	2006	2007	2008	2009	2010 Projection	2011 Budget	2012 Budget	Trend Indicator ↑ Increase ↓ Decrease ↔ Flat ↔ fluctuating ∨ downward trending ∧ upward trending
Public Works - Solid Waste Management Waste Diversion Rates (2001-2006) / Residual Rates		19.2%	20.8%	31.8%	56.4%	68.0%	68.0%	69.0%	69.0%	70.0%	↑
Waste Generation (tonnes/hdd/year)		1.198	1.163	1.160	1.104	1.081	1.061	1.060	1.057	1.052	↔↔
Number of Inquiries/Complaints received per 1000 tonnes of collected waste		62	59	67	46	48	52	29	50	50	↔↔
VAUGHAN PUBLIC LIBRARY											
Library Use per FTE		19,732	22,614	25,194	25,820	25,659.0	28,838	30,134	31,001	31,671	↑
Library Use			3,245,631	3,541,299	3,633,885	3,636,838.0	4,107,273	4,271,099	4,394,047	4,520,658	↑
Cost per Library Use		2.89	2.80	2.59	2.54	2.82	2.59	2.55	2.61	2.60	↔↔
Square Feet per Capita		0.56	0.33	0.50	0.49	0.45	0.42	0.40	0.39	0.48	↔↔
Material Dollars Spent per Capita		\$5.70	\$5.62	\$5.80	\$4.84	\$5.69	\$5.37	\$5.37	\$5.12	\$4.87	∨



CITY OF VAUGHAN

2011-12 DRAFT OPERATING BUDGET

*COMPREHENSIVE BUDGET REVIEW
& PROCESS*

2011 and 2012 Operating Budget Guidelines and Process

Planning for the Future

Vaughan has always taken the management and stewardship of public funds very seriously and continues to demonstrate financial leadership and discipline ensuring residents receive value for their tax dollars. For several years, the City's rigorous budgetary process has focused on containing costs and implementing best practices, with the goal of developing realistic and responsible financial plans. This year's Budget guidelines continue to build on those core values and successful business practices. Recognizing the challenges that lay ahead, and building on the financial planning efforts to date the budget guidelines now incorporate a future focus to provide citizens with more certainty about the direction of City services, finances, and tax levels. The operating budget guidelines consist of the following actions:

Managing Our Future

1. Looking to the future with multi-year budgets
2. Reinforce strategic priorities through business planning and measures

Managing Tax Increases

3. Controlling budget pressures
4. User Fee Reviews to Reduce the tax burden
5. Strict process to evaluate funding requests
6. Zero impact adjustments
7. Exploring opportunities & continuous improvement

The objective of these actions is to provide the lowest possible tax increase while maintaining the City's service levels. Under these actions, departments are only permitted to include very specific increases, typically related to predetermined agreements, contracts or Council approvals. There is no across the board increase for inflation and no automatic increase for new staffing.

Fostering Continuous Collaboration

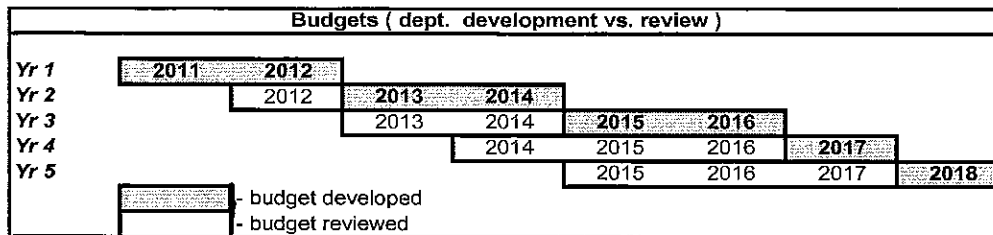
8. Early and continuous public participation
9. Thorough multi-layered review process

Further details with respect to each of the actions are provided in the following sections.

1. Looking to the future with multi-year budgets

New to the budget process is the initiation of multi-year rolling budgets. The City of Vaughan is becoming increasingly more sophisticated with each passing year and there is a need to broaden the budget horizon and unveil the future. This action will provide decision makers with added foresight and ability to proactively grasp future opportunities, address future challenges, and reduce blind spots by understanding the longer-term financial implications of present and past decisions. This is a very strategic approach intended to generate discussion on where the City's future resources should be focused to best support the City's vision, operationalize strategies, generate public value, and address pertinent challenges.

Recognizing this is a new process and given there is a learning curve and added workload involved, a phased in approach is planned. The goal is to achieve a four year rolling budget, starting with a two year rolling budget for this year's budget process i.e. (2011 & 2012) and adding an additional year to each future budget process. This will provide an opportunity to review the process and augment it as required. Over the next 3 years, departments will need to develop two new annual budgets a year and review current and future budgets developed in prior years. For example:



Although there is an additional initial workload associated with multi-year budgeting, preliminary discussions with departments indicate support for this initiative and information. In addition, departments are well positioned as a result of recent internal developments in business planning, master planning, long-range forecasting, etc. Furthermore, base budgets are largely automated allowing departments to focus their efforts on forecasting, and determining if there are future additional resource requirements.

On a final note, it should be recognized that assumptions, estimates and uncertainty will exist and may change as new information becomes available. For this reason, it is suggested that Council approve the current year budget and recognize future budgets. In the following year, a window of opportunity will be provided to review and adjust budgets before approval. After the initial phases are underway budgeting decisions should become easier and flow naturally as future requirements will be known, discussed and adjusted over time before approval.

2. Reinforce Strategic Priorities Through Business Planning and Measures

Business Plans will continue as part of the Operating Budget Process to help establish and reinforce connections between strategic priorities, Vaughan Vision 2020, operational plans and resources.

As a result of implementing multi-year budgeting, business plans will need to reflect this timeframe in order to align department objectives, measures, pressures etc. with the budget horizon. This information compliments the budget process and plays an important role in evaluating department efficiency, effectiveness and productivity through the use of objective tracking and performance measures. This information plays a critical role in budget deliberations by providing a platform to better understand department pressures and an objective basis for allocating funding. This is an important step towards aligning budgets with Vaughan Vision strategic goals, objectives, and priorities. The Senior Manager of Strategic Planning will be intricately involved with this process and assist with updates and refinements.

3. Controlling Budget Pressures

For the 2011-12 Budget process, all account budgets will remain at prior year budget levels with the exception of established commitments and pre-defined external pressures. This action will limit the budget increase to the following items:

- Council approved employment agreements;
- Full year impact of prior year decisions;
- Council authorized recommendations;
- Supported external service contract commitments;
- Established utility & insurance increases, where justified;
- Debenture obligations;
- Defined corporate contingency items;
- Adjustments related to new harmonized sales tax (HST) rules;
- Reclassifications required supporting new tangible capital asset (TCA) rules.

Additional flexibility in preparing the Recreation budget is required due to fluctuating enrollment numbers, program selections, and community needs. The Recreation budget will be prepared in accordance with established policies and aim to maintain or improve the Recreation department's overall net position and category thresholds.

To ensure that all financial requests are captured and assessed within the approved operating budget process, all items containing an economic impact during the annual budget process are to be submitted to the Budget Committee for review and recommendation before Council consideration.

4. User Fee Reviews to Reduce the Tax Burden

Another opportunity to minimize a tax increase is to maximize revenue generation through user fees and service charges. It is important to emphasize that any reduction in a user fee or service charge cost recovery ratio will have a corresponding direct impact on the City's levy. Therefore, to minimize any impact on the City's tax rate it is important to sustain or improve revenue/cost relationships. In addition to adjusting revenues for anticipated changes in activity, departments will be required to review user fees and service charges and perform the following:

- ❖ Increase user fees and charges in relation to related department annual cost increases
- ❖ Submit new user fee and service charge opportunities

As a default, it is anticipated that department user fees & service charges will increase at minimum, by the rate of inflation, in scheduled increments, unless justification for no increase is otherwise specified. The Statistics Canada Ontario core inflation rate increased 1.6% for the 12 month period ending March 2010. The 5 year historical average is approximately 1.9%. The above actions will be submitted for Senior Management review and Council approval.

5. Strict Process to Evaluate Funding Requests

Under the above guidelines, departments are only permitted to include very specific predetermined increases in their budget. To the extent a department requires additional resources, a separate business case must be submitted detailing strategic links, costs & benefits, implications & consequences, success indicators, timelines, etc. These are referred to as **Additional Resource Requests (ARR)**. The process will separate the Operating Budget into the following two classifications:

- Base Budget – Budget based on approved guidelines – Minimal tax increase.
- Additional Resource Requests – Essential funding requests not permitted through the base budget guidelines requiring Council review and approval. Council approval is specifically required for new staff resources, a change in service levels, or new initiatives. Requests are limited to items in excess of \$10,000 or having a net neutral or positive impact.

The objective of the above action is to separate basic operating obligations from items that may require further discussion and decisions.

Determining which resource requests move forward is a very difficult and challenging task as all departments are experiencing challenges associated with maintaining service levels, meeting legislative requirements, and implementing initiatives to move the City forward. Recognizing the value of requests greatly exceed the amount of available limited resources, a prioritization process to evaluate each request based on a blend of associated municipal value and risk criteria is performed. New for this budget process is the implementation of a Director based working group, consisting of representatives from across the City's departments, to evaluate and prioritize additional resource requests for SMT, Budget Committee, and Council consideration. This action is intended to integrate staff experience and involvement, share the challenges associated with prioritization, and enhance corporate knowledge. Only requests approved by Council will be included in the annual budget.

6. Zero Impact Adjustments

Reclassifications and reallocations in non-labour related accounts are only permitted if they result in a zero impact on the budget. Furthermore, these adjustments are limited to better reflecting the true nature of the expense or more accurately aligning account budgets. There are no impacts associated with these adjustments and the intent is to refine departmental budgets. As part of the budget process reallocations/reclassification will be reported, demonstrating a neutral impact.

7. Explore Opportunities & Continuous Improvement

As the City continues to be challenged with limited resources, it is important to develop creative ways to reduce costs, improve efficiencies, and explore revenue opportunities. Taking these steps will help to mitigate the budget pressures the City is facing. This corporate action consists of two separate and unique processes:

❖ Department Suggestion Program

Through the annual budgeting and business planning process, departments are requested to submit ideas and suggestions to reduce costs, improve efficiencies, eliminate duplication, generate revenues, etc. Any suggestions submitted are provided to the Senior Management Team to be further explored and considered.

❖ Continuous Improvement & Service Reviews

The Audit and Operational Review Committee's mandate includes the following:

- Departmental reviews;
- Structural, functionality, and efficiency reviews; and
- Overall management review

As part of this mandate, a Continuous Improvement Program (CIP) was initiated, which is a process the City uses to drive process improvement and identify opportunities.

8. Early and Continuous Public Participation

Public involvement throughout the budget process is a key element of building the budget and consists of the following:

Early Consultation - Public Consultation will be held early in the budget process to gather community input, which will assist in building the budget. The framework & subject matter of the forum will be relatively consistent with what was offered in the past and focus on the following:

- ❖ Educate and inform the public regarding city services, the cost of those services, municipal issues and their relationship with property taxes; and
- ❖ Obtain input and feedback from the public with respect to the local services provided, community priorities, and options to address the challenge.

Two events will be held, a general public forum and a business community event. These events will be recorded and made available on the City's website for viewing. To obtain additional feedback, a questionnaire will be developed and provided at both the forum and on the City's website. These events will be heavily promoted in various media sources at least three weeks in advance.

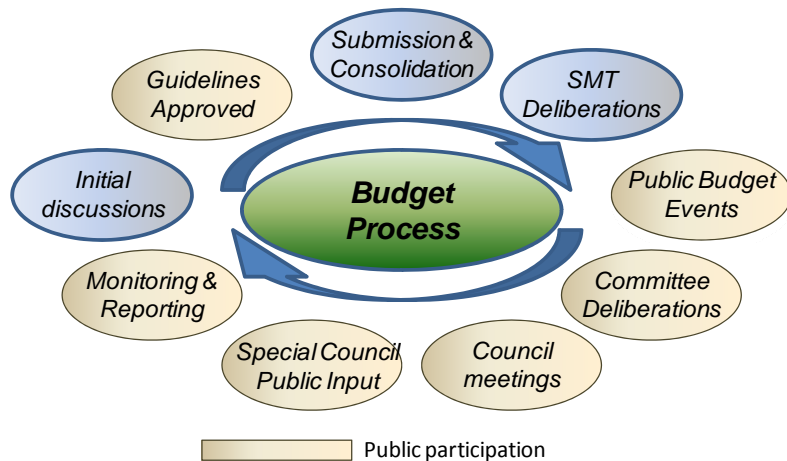
Consistent with last year the initial setup and promotion will require support from Information Technology Management and Corporate Communications department. Responding to public input will require an involvement and collaboration from all City departments. Event results will be reported to Budget Committee during the budget process.

Continuous Opportunity for Input - In addition to the Budget Forum, Budget Committee meetings will begin in January and continue throughout the process. These meetings are open to the public and offer an opportunity for the community to provide input. All Budget Committee meeting recommendations are forwarded to Council meetings, which are also open to the public offering another opportunity to provide input into the decision making process.

In addition to the above, the City of Vaughan is undertaking a number of strategic initiatives which incorporate significant public engagement. Although separate processes, public feedback obtained at these events will migrate into the budget decision making process.

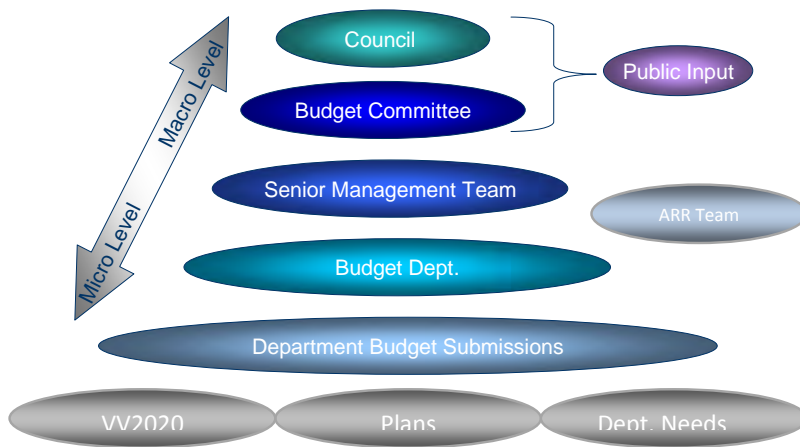
Final Approval – In addition to these meetings, a Special Council meeting will be held to provide the public a final opportunity to comment on the Proposed Operating Budget.

Illustrated below are the steps in the budget process that involve the public.



9. Thorough Multi-layer Review Process

The Budget Process has a very thorough review process and the final budget will consist of many decisions resulting from a variety of review sessions and public input sessions. Illustrated below are the various layers of review that occur and areas involved within Vaughan's budget process.



**City of Vaughan
2011/2012 Operating Budget Process Timetable**

Date	Activity
July 6, 2010	Budget instruction packages & workbooks issued to depts.
Aug. 27, 2010	Department submissions due (including funding requests, business plans & performance measures)
Sept.– Mid Oct. 2010	Submission review, analysis, & consolidation (including working group ARR prioritization)
Mid Oct. - Nov. 2010	Senior Management deliberations
Dec. 2010	Finalizing the draft budget for Committee presentation
Jan. 2011 – Feb. 2011	Committee deliberations
Jan. 2011	Public Information/Consultation Forum Business Community Event
March 2011	Public input meeting & Council approval (Public notice requirement is 14 days)



2011-12 DRAFT OPERATING BUDGET

DEPARTMENTAL INFORMATION

- Department Budget Summaries
- Department Business Plans
- Department ARR Detail Sheets



2011-12 DRAFT OPERATING BUDGET

COUNCIL

**2011-12 COUNCIL OPERATING BUDGET
TO BE SUBMITTED BY THE CLERKS
DEPARTMENT AT A SUBSEQUENT
BUDGET COMMITTEE MEETING**



2011-12 DRAFT OPERATING BUDGET

INTEGRITY
COMMISSIONER

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011		2011 Total Budget		2012		2012 Total Budget	
				Budget 2011	Inc/(Dec) Reallocati on	Inc/(Dec) Reallocati on	Inc/(Dec) Reallocati on	Budget 2012	Inc/(Dec) Reallocati on	Inc/(Dec) Reallocati on	Variance
				\$	\$	\$	\$	\$	\$	\$	%
014 - Integrity Commissioner											
Labour Accounts											
7010 Full Time	0	0	0	0	0	0	0	0	0	0	0.00%
7015 Part Time	99,300	137,834	150,000	150,000	0	0	0	0	0	0	0.00%
7017 Benefits	307	0	0	0	0	0	0	0	0	0	0.00%
Labour Account Subtotal	99,607	137,834	150,000	150,000	0	0	0	0	0	0	0.00%
Non Labour Accounts											
7100 Mileage	286	1	0	0	0	0	0	0	0	0	0.00%
7103 407-ETR Toll Charges	0	0	0	0	0	0	0	0	0	0	0.00%
7105 Memberships/Dues/Fees	0	0	5,000	5,000	0	0	0	0	0	0	0.00%
7110 Meals & Meal Allowances	0	0	360	360	0	0	0	0	0	0	0.00%
7115 Training & Development	0	0	5,000	5,000	0	0	0	0	0	0	0.00%
7117 Corporate Mgmt Mtgs	0	0	0	0	0	0	0	0	0	0	0.00%
7120 Telephone Charges	0	53	1,000	1,000	0	0	0	0	0	0	0.00%
7122 Cellular Telephones	0	0	0	0	0	0	0	0	0	0	0.00%
7125 Subscriptions/Publications	0	0	0	0	0	0	0	0	0	0	0.00%
7130 Seminars & Workshops	84	407	5,000	5,000	0	0	0	0	0	0	0.00%
7200 Office Supplies	1,050	1,636	10,400	5,400	(5,000)	(5,000)	5,400	5,400	0	0	-48.08%
7205 Computer Supplies	0	0	1,800	1,800	0	0	0	1,800	0	0	0.00%
7210 Office Equip. & Furniture	0	0	0	0	0	0	0	0	0	0	0.00%
7211 Computer Hardware/Software	0	0	6,000	6,000	0	0	0	6,000	0	0	0.00%
7220 Copier/Fax Lease Charges	0	0	200	5,200	5,000	5,000	5,200	5,200	0	0	2500.00%
7222 Printing	0	0	0	0	0	0	0	0	0	0	0.00%
7315 Preventative Mtce. A	0	0	0	0	0	0	0	0	0	0	0.00%
7331 Contractor & Contract. Mat.	0	0	0	0	0	0	0	0	0	0	0.00%
7333 Contract Services	0	0	0	0	0	0	0	0	0	0	0.00%
7415 Rental, Leases - Vehicles	0	0	0	0	0	0	0	0	0	0	0.00%
7520 Professional Fees	6,889	4,950	15,000	15,000	0	0	0	15,000	0	0	0.00%
7560 Gas/Diesel - Vehicles	0	0	0	0	0	0	0	0	0	0	0.00%
7630 Wireless/Internet Commun.	525	633	0	0	0	0	0	0	0	0	0.00%
7640 Cable TV/Satellite Service	0	0	0	0	0	0	0	0	0	0	0.00%
7696 GST Adjustment 2004	0	0	0	0	0	0	0	0	0	0	0.00%
7699 Sundry Expenses	188	0	180	180	0	0	0	180	0	0	0.00%
Non Labour Account Subtotal	9,022	7,680	49,940	49,940	0	0	0	49,940	0	0	0.00%
Total Expense	108,629	145,514	199,940	199,940	0	0	0	199,940	0	0	0.00%
Net Total	108,629	145,514	199,940	199,940	0	0	0	199,940	0	0	0.00%

2011 Budget Variance Comments

Office Supplies
Copier/Fax Lease Charges Reallocation to Copier/Fax Lease Charges
Copier/Fax Lease Charges Reallocation from Office Supplies

2012 Budget Variance Comments

No changes



2011-12 DRAFT OPERATING BUDGET

CITY MANAGER

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011			2011 Total Budget			2012			2012 Total Budget						
				Budget 2011	Inc/(Dec)	Account Reallocation	Variance	Variance	Budget 2012	Inc/(Dec)	Account Reallocation	Variance	Budget 2012	Inc/(Dec)	Account Reallocation	Variance			
				\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	%	%	
020001 - City Manager																			
Revenue																			
3572 Joint Service Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	
Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	
Labour Accounts																			
7010 Full Time	377,093	447,221	557,314	531,474	(25,840)	(25,840)	(25,840)	(25,840)	-4.64%	560,942	29,468	29,468	29,468	5.54%					
7015 Part Time	10,155	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%					
7017 Benefits	97,103	104,910	139,341	135,526	(3,815)	(3,815)	(3,815)	(3,815)	-2.74%	145,845	10,319	10,319	10,319	7.61%					
Labour Account Subtotal	484,351	552,131	696,655	667,000	(29,655)	(29,655)	(29,655)	(29,655)	-4.26%	706,787	39,787	39,787	39,787	5.97%					
Non Labour Accounts																			
7100 Mileage	65	207	200	200	0	0	0	0	0.00%	200	0	0	0	0.00%					
7103 407-ETR Toll Charges	252	208	400	400	0	0	0	0	0.00%	400	0	0	0	0.00%					
7105 Memberships/Dues/Fees	513	842	1,550	1,550	0	0	0	0	0.00%	1,550	0	0	0	0.00%					
7110 Meals & Meal Allowances	4,064	4,169	3,600	3,600	0	0	0	0	0.00%	3,600	0	0	0	0.00%					
7115 Training & Development	724	408	14,000	10,000	(4,000)	(4,000)	(4,000)	(4,000)	-28.57%	10,000	0	0	0	0.00%					
7117 Corporate Mgmt Mtgs	56	110	2,000	2,000	0	0	0	0	0.00%	2,000	0	0	0	0.00%					
7120 Telephone Charges	(2)	72	390	390	0	0	0	0	0.00%	390	0	0	0	0.00%					
7122 Cellular Telephones	552	72	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%					
7125 Subscriptions/Publications	506	145	200	200	0	0	0	0	0.00%	200	0	0	0	0.00%					
7130 Seminars & Workshops	2,558	727	3,920	3,920	0	0	0	0	0.00%	3,920	0	0	0	0.00%					
7200 Office Supplies	3,692	1,557	3,500	3,500	0	0	0	0	0.00%	3,500	0	0	0	0.00%					
7205 Computer Supplies	445	303	2,940	2,940	0	0	0	0	0.00%	2,940	0	0	0	0.00%					
7210 Office Equip. & Furniture	176	0	450	450	0	0	0	0	0.00%	450	0	0	0	0.00%					
7211 Computer Hardware/Software	0	926	1,000	1,000	0	0	0	0	0.00%	1,000	0	0	0	0.00%					
7220 Copier/Fax Lease Charges	3,718	3,713	4,800	4,800	0	0	0	0	0.00%	4,800	0	0	0	0.00%					
7222 Printing	415	404	290	290	0	0	0	0	0.00%	290	0	0	0	0.00%					
7315 Preventative Mtce. A	3,350	568	2,550	2,550	0	0	0	0	0.00%	2,550	0	0	0	0.00%					
7415 Rental, Leases - Vehicles	9,351	10,283	10,320	9,290	(1,030)	(1,030)	(1,030)	(1,030)	-9.98%	9,290	0	0	0	0.00%					
7520 Professional Fees	9,630	(18,888)	29,860	29,860	0	0	0	0	0.00%	29,860	0	0	0	0.00%					
7560 Gas/Diesel - Vehicles	1,713	5,271	5,910	5,910	0	0	0	0	0.00%	5,910	0	0	0	0.00%					
7630 Wireless/Internet Commun.	1,696	2,407	4,140	4,140	0	0	0	0	0.00%	4,140	0	0	0	0.00%					
7640 Cable TV/Satellite Service	0	0	290	290	0	0	0	0	0.00%	290	0	0	0	0.00%					
7696 GST Adjustment 2004	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%					
7699 Sundry Expenses	6,970	6,566	10,170	10,170	0	0	0	0	0.00%	10,170	0	0	0	0.00%					
7700 Chgs. from Other Depts.	0	0	100	100	0	0	0	0	0.00%	100	0	0	0	0.00%					
7780 Trsf. to Reserves-Insurance	3,165	3,810	3,810	4,535	725	725	725	725	19.03%	4,825	290	290	290	6.39%					
Non Labour Account Subtotal	53,609	23,808	106,390	102,085	(4,305)	(4,305)	(4,305)	(4,305)	-4.05%	102,375	290	290	290	0.28%					
Total Expense	537,960	575,939	803,045	769,085	(33,960)	(33,960)	(33,960)	(33,960)	-4.23%	809,162	40,077	40,077	40,077	5.21%					

2011 Budget Variance Comments

Full Time Decrease caused by combination of Executive Assistant starting at a lower level than expected, removal of prior City Manager's transition salary from prior year and economic adjustment.
Benefits Decrease in relation to salary changes
Training & Development Reduction of \$4k as part of budget saving initiatives
Rental, Leases - Vehicles Decrease to adjust budget to actual lease charges, includes effect of HST implementation.
Trsf. to Reserves - Insurance Allowable increase to fund City insurance cost

2012 Budget Variance Comments

Full Time Increase as per staff pro-rated progression and economic adjustment
Benefits Increase in relation to salary changes
Trsf. to Reserves - Insurance Allowable increase to fund City insurance cost



2011-12 DRAFT OPERATING BUDGET

OPERATIONAL AUDIT

- FINANCIAL SUMMARY
- BUSINESS PLAN

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011		2011 Total Budget		Budget 2012	2012		2012 Total Budget Variance	
				Budget 2011	Account Inc/(Dec) Reallocation	Account Inc/(Dec) Reallocation	Variance		Account Inc/(Dec) Reallocation	Variance		
				\$	\$	\$	\$	\$	\$	\$	%	
015 - Operational Audit												
Labour Accounts												
7010 Full Time	116,800	119,753	119,135	122,277	3,142	0	3,142	127,193	4,916	0	4,916	4.02%
7017 Benefits	29,784	28,458	30,380	31,181	801	0	801	33,070	1,889	0	1,889	6.06%
Labour Account Subtotal	146,584	148,211	149,515	153,458	3,943	0	3,943	160,263	6,805	0	6,805	4.43%
Non Labour Accounts												
7100 Mileage	334	335	1,200	1,200	0	0	0	1,200	0	0	0	0.00%
7103 407-ETR Toll Charges	0	0	0	0	0	0	0	0	0	0	0	0.00%
7105 Memberships/Dues/Fees	1,705	1,512	2,100	2,350	0	250	250	2,350	0	0	0	0.00%
7110 Meals & Meal Allowances	198	168	900	900	0	0	0	900	0	0	0	0.00%
7115 Training & Development	799	300	4,950	4,950	0	0	0	4,950	0	0	0	0.00%
7120 Telephone Charges	0	0	0	0	0	0	0	0	0	0	0	0.00%
7122 Cellular Telephones	(16)	162	1,000	1,000	0	0	0	1,000	0	0	0	0.00%
7125 Subscriptions/Publications	213	41	1,000	1,000	0	0	0	1,000	0	0	0	0.00%
7130 Seminars & Workshops	0	283	2,000	2,000	0	0	0	2,000	0	0	0	0.00%
7200 Office Supplies	444	174	1,000	1,000	0	0	0	1,000	0	0	0	0.00%
7205 Computer Supplies	0	0	1,000	1,000	0	0	0	1,000	0	0	0	0.00%
7210 Office Equip. & Furniture	0	0	4,500	4,000	0	(500)	(500)	4,000	0	0	0	0.00%
7211 Computer Hardware/Software	0	0	5,285	5,285	0	(250)	(250)	5,285	0	0	0	0.00%
7220 Copier/Fax Lease Charges	337	273	1,000	1,000	0	0	0	1,000	0	0	0	0.00%
7222 Printing	0	0	500	1,000	0	500	500	1,000	0	0	0	0.00%
7520 Professional Fees	0	0	2,250	2,250	0	0	0	2,250	0	0	0	0.00%
7630 Wireless/Internet Commun.	647	704	3,000	3,000	0	0	0	3,000	0	0	0	0.00%
7699 Sundry Expenses	41	31	2,750	2,750	0	0	0	2,750	0	0	0	0.00%
Non Labour Account Subtotal	4,702	3,983	34,685	34,685	0	0	0	34,685	0	0	0	0.00%
Total Expense	151,286	152,194	184,200	188,143	3,943	0	3,943	194,948	6,805	0	6,805	3.62%

2011 Budget Variance Comments

Full Time Increase due to economic adjustment
 Benefits Increase as per salary change
 Memberships/Dues/Fees Reallocation from Computer Hardware/Software
 Office Equip. & Furniture Reallocation to Printing
 Computer Hardware/Software Reallocation to Memberships/Dues/Fees
 Printing Reallocation from Office Equip. & Furniture

2012 Budget Variance Comments

Full Time Increase due to economic adjustment
 Benefits Increase as per Guidelines

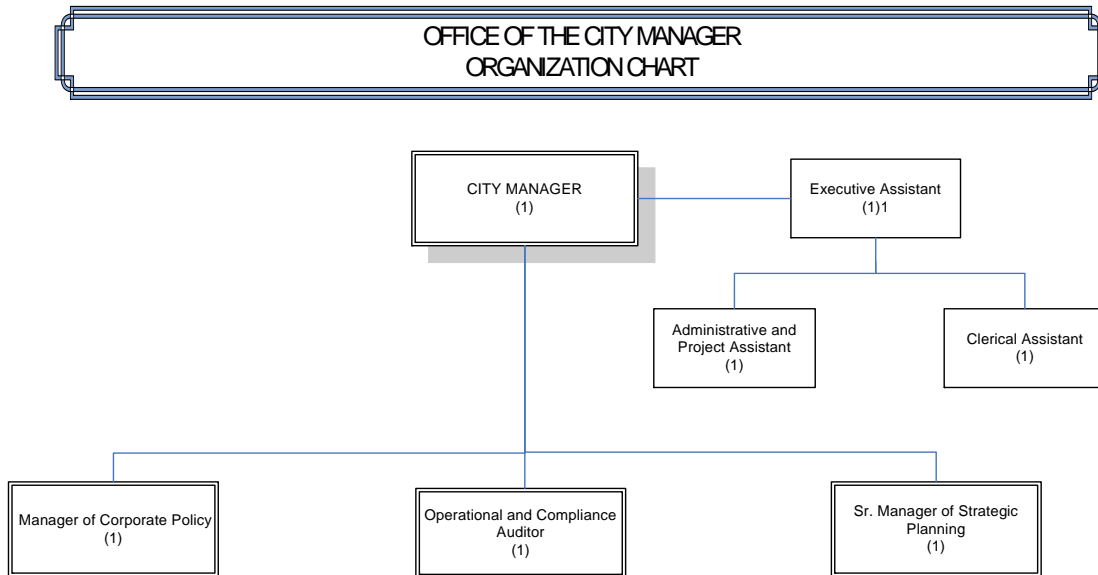
2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement: (Describe the core responsibilities for your department)

- Definition:** Internal Auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Service Profile: (Provide the Organizational Chart for your department)



Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	1	1	1	1	0	0
Part Time						
Overtime						

Key Stakeholders: (detail major internal and external stakeholders who interact with the department—key people impacted and involved)

Audit Committee and Council
 Senior Management Team
 Directors and managers of City departments which have been audited
 Staff of City departments which have been audited
 City of Vaughan residents
 External Auditors

2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

- A1- Pursue Excellence in Service Delivery
- C-1 Demonstrate Leadership and Promote Effective Governance
- C-2- Enhance Productivity, Cost Effectiveness and Innovation
- C3- Maintain Assets & Infrastructure Integrity
- C-4 Ensure Financial Sustainability

Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

The major challenge facing this position is to do as much as possible with only one staff member in the department. The complete cycle is approximately every 6-7 years.

Internal Audit improves the business in a number of ways e.g:

- Improves integrity of financial information
- Improves compliance to policies, procedures, rules and regulations.
- Improves safeguarding of assets.
- Improves risk management.
- Improves efficient and effective use of resources.
- Improves corporate governance.
- Improves internal control.
- Improves the attainment of corporate objectives.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments: To complete audits as per 2010 workplan	Year 2010	Status- In progress	Outcome/Results In Progress.
To complete remainder of 2010 and some 2011 Audit Workplan	2011		
To complete 2011 audit work plan. To do risk assessment of audit universe and prepare a new 3 year audit workplan 2012-2014	2012		
To complete audits for 2012 as planned in the new 3 yr audit workplan	2012		

2011-12 Business Plan

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Top 3 Objectives)			
To complete remainder of 2010 Audit Workplan To complete some 2011 audit work plan.	2011		
Develop a ranking system for issues identified	2011		
2012 (Top 3 Objectives)			
To complete 2011 audit work plan	2012		
To do risk assessment of audit universe and prepare a new 3 year audit workplan 2012-2014	2012		
To complete audits for 2012 as planned in the new 3 yr audit workplan	2012		

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

.The **number of audit reports completed** in each year should only be used as a rough guide and is not a reliable indicator. The audits completed may not be exactly as per the work plan as there may be special projects requested by the City Manager or Audit Committee. The number of audits completed in each year may also vary according to the scope of the audit and the deficiency findings from each audit which may require additional time to complete the audit. To exercise due diligence, extra time may be required to complete an audit. No two audits are the same.

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

The key assumption is that audits will be completed in a timely manner where the scope of the audits are very similar and where there is no requirement for major additional audit work. In some audits, additional audit work may be required in exercising due diligence when a serious matter(s) has been discovered. There may be some special request audits which may not be included in the workplan.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

2011-12 Business Plan

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

The audit workplan may not include audit work (special requests) which are performed due to special requests by the City Manager or Audit Committee. As a result the audit workplan may not be accomplished as planned.

As the only staff member in the Internal Audit department, it is required of me to do almost “everything” without much assistance. This leaves less time for purely audit work.

The department is making a valuable contribution to the City from recommendations to improve controls, effectiveness and efficiency, safeguard the City’s assets, verify compliance to policies and procedures, improve risk management and corporate governance and be a watchdog of financial integrity.

Commissioner Sign-off

Date (mm/dd/yy)



2011-12 DRAFT OPERATING BUDGET

STRATEGIC PLANNING

- FINANCIAL SUMMARY

- BUSINESS PLAN
- ADDITIONAL RESOURCE REQUEST
 - Vaughan Vision 2020 Strategic Plan
 - Citizen On-line Public Engagement Forum

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011 Inc/(Dec)	2011 Reallocation	2011 Total Budget Variance	Budget 2012	2012 Inc/(Dec)	2012 Reallocation	2012 Total Budget Variance
					\$	\$	\$		\$	\$	\$
							%				%
020030 - Strategic Planning											
Labour Accounts											
7010 Full Time	116,800	119,753	119,135	122,277	3,142	3,142	2.64%	127,193	4,916	4,916	4.02%
7015 Part Time	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7017 Benefits	29,784	28,458	30,380	31,181	801	801	2.64%	33,070	1,889	1,889	6.06%
Labour Account Subtotal	146,584	148,211	149,515	153,458	3,943	0	2.64%	160,263	6,805	0	4.43%
Non Labour Accounts											
7100 Mileage	287	291	1,500	1,500	0	0	0.00%	1,500	0	0	0.00%
7103 407-ETR Toll Charges	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7105 Memberships/Dues/Fees	155	260	500	500	0	0	0.00%	500	0	0	0.00%
7110 Meals & Meal Allowances	2,165	1,465	1,250	1,250	0	0	0.00%	1,250	0	0	0.00%
7115 Training & Development	0	0	900	2,400	0	1,500	166.67%	900	(1,500)	(1,500)	-62.50%
7117 Corporate Mgmt Mtgs	9,775	9,802	10,000	10,000	0	0	0.00%	10,000	0	0	0.00%
7120 Telephone Charges	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7122 Cellular Telephones	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7125 Subscriptions/Publications	815	562	2,000	2,000	0	0	0.00%	2,000	0	0	0.00%
7130 Seminars & Workshops	0	0	1,500	0	0	(1,500)	-100.00%	1,500	1,500	1,500	0.00%
7200 Office Supplies	1,811	486	1,260	1,260	0	0	0.00%	1,260	0	0	0.00%
7205 Computer Supplies	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7210 Office Equip. & Furniture	0	0	225	225	0	0	0.00%	225	0	0	0.00%
7211 Computer Hardware/Software	0	744	1,850	1,850	0	0	0.00%	1,850	0	0	0.00%
7220 Copier/Fax Lease Charges	565	177	2,000	2,000	0	0	0.00%	2,000	0	0	0.00%
7222 Printing	1,922	3,224	3,000	3,000	0	0	0.00%	3,000	0	0	0.00%
7520 Professional Fees	32,352	15,514	32,300	32,300	0	0	0.00%	32,300	0	0	0.00%
7630 Wireless/Internet Commun.	649	715	1,665	1,665	0	0	0.00%	1,665	0	0	0.00%
7699 Sundry Expenses	736	966	910	910	0	0	0.00%	910	0	0	0.00%
7700 Chgs. from Other Depts.	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7785 Trsf. to Reserves-Other	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7790 Trsf. to _from Expend Res	150	6,800	0	0	0	0	0.00%	0	0	0	0.00%
Non Labour Account Subtotal	51,382	41,006	60,860	60,860	0	0	0.00%	60,860	0	0	0.00%
Total Expense	197,966	189,217	210,375	214,318	3,943	0	1.87%	221,123	6,805	0	3.18%

2011 Budget Variance Comments

Full Time Increase due to economic adjustment
Benefits Increase as per salary change

2012 Budget Variance Comments

Full Time Increase due to economic adjustment
Benefits Increase as per Guidelines

2011-12 Business Plan

BUSINESS OVERVIEW

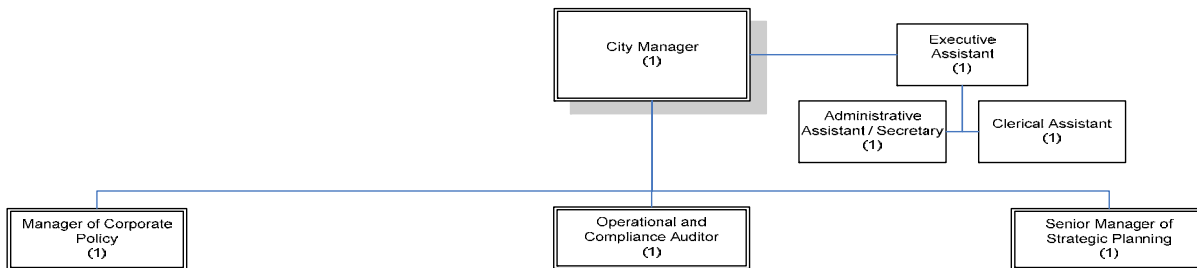
Service Statement: (Describe the core responsibilities for your department)

The Strategic Planning department is responsible for the management and implementation of the Vaughan Vision strategic plan in coordination with the Senior Management Team (SMT) and Strategic Planning Committee. This includes completing research and analysis, corporate projects management, business planning implementation, strategic planning coordination and stakeholder consultation, organizational restructuring and business process improvement in collaboration with SMT, and City departments.

Service Profile: (Provide the Organizational Chart for your department)



OFFICE OF THE CITY MANAGER ORGANIZATION CHART



Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	1	1	1	1		
Part Time	-	-	-	-		
Overtime	-	-	-	-		

Key Stakeholders: (detail major internal and external stakeholders who interact with the department–key people impacted and involved)

2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

Pursue Excellence in Service Delivery
 Demonstrate Leadership & Promote Effective Governance
 Enhance Productivity, Cost Effectiveness and Innovation

Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

The Vaughan Vision 2020 strategic plan will be redesigned with the new term of Council in 2011. In preparation for this review stakeholder feedback will be gathered from staff and citizens on what are the key priorities as well as ideas on how to improve the plan. New technology will be considered to communicate the strategic plan through the use of wiki's, surveys and focus groups.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Implementation of Vaughan Vision 2020 including engagement with internal and external stakeholders	2009/10	Ongoing	Chamber of Commerce, Seniors, Youth, Citizen engagement
To collaborate with Finance in the implementation of departmental business plans specifically the establishment of performance measurement targets	2009/10	Ongoing	Completion of business plans for all departments
Collaborate with City departments on implementation of departmental projects	2009/10	Ongoing	Works dep't, continuous improvement reviews and Community Services
Corporate Values exercise	2009/10	Ongoing	Publicizing of values through staff coffee mug giveaway
2009 Successes Report	2010	Completed	Completed in collaboration with Corporate Communications
Diversity Strategy	Q2/10	Completed	Council approval of Diversity strategy in collaboration with Community Services department

2011-12 Business Plan

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Redesign of Vaughan Vision 2020 strategic plan	Q4/11	New strategic plan	ARR request for funding
2. Citizen Survey – Focus Groups and Virtual Town Hall	Q3/11	Information on citizen expectations to be incorporated into the decision making process	ARR request for funding
3. Development of departmental strategic objectives aligned with the VV 2020	Q4/11	Departmental objectives will provide a goal which is aligned with the Corporate strategic plan	TBD
Other - Corporate Values ongoing rollout -2011 Council/SMT Symposium/Workshop -2010 Successes Report - 2011 Council Priorities	Q2/11		
2012 (Top 3 Objectives)			
1. Rollout of VV 2020 strategic plan to internal and external stakeholders	Q1/12	Communication of the revised VV 2020 to stakeholders	ARR request for funding
2. Development of a Strategic Performance Indicator dashboard	Q4/12	Performance indicators to measure success in achieving strategic goals	TBD
3. Alignment of VV 2020 with organizational decision making process and communication of strategic successes	Q4/12	Ensure strategic communications of VV 2020 strategic goals and objectives	
Other - 2012 Council/SMT Symposium/Workshop -2011 Successes Report - 2012 Council Priorities			

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

1. Customer satisfaction rating on strategic planning process, departmental projects and business plans (TBD)
2. Number of Corporate projects per year (TBD)
3. Number of projects completed on time (TBD)

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

2011-12 Business Plan

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

The strategic planning department is focused on implementing the mechanisms which will ensure the Vaughan Vision 2020 is a 'living' strategic plan. This includes organizing stakeholder meetings to obtain input on the Vaughan Vision 2020. The Corporate values has been a focus in 2010 with rollout across the Corporation. Collaboration with the Finance department continues in the implementation of a business planning process integrated with the budgeting process. Further, work will continue on developing a performance measurement framework to be able to evaluate organizational success in achieving the strategic goals and objectives.

Commissioner Sign-off

Date (mm/dd/yy)



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary Vaughan Vision 2020 Strategic Plan
Department City Manager's Office **Business Unit Name** Strategic Planning (If applicable)

Request Title Vaughan Vision 2020 Strategic Plan

Annual Budget Change Summary					
Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	-	-	-	-	-
Net FTE's	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	-	-	-	-	-
Other continuous costs	-	-	-	-	-
One-time expenses	50,000	(30,000)	20,000	(20,000)	-
Offsets/reductions	(15,000)	15,000	-	-	-
Net Operating Budget	\$ 35,000	\$ (15,000)	\$ 20,000	\$ (20,000)	\$ -
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

The Vaughan Vision 2020 strategic plan is the guiding document for the City organization. It was initially created in 2007 and with the upcoming new term of Council from 2010-2014 there is a need to review and revise the plan and create an updated version. This request includes funding for the design and printing of a revised Vaughan Vision 2020, a communication strategy including considering use of social media, a rollout process, and associated communication costs. It is anticipated that upon the start of the new Council term in 2011 consultation will be facilitated with Council, senior management, citizens, businesses and community groups in the development, approval and printing of the new plan with a completion date of Q4/11. Upon completion of the plan a rollout strategy will be implemented in 2012 which will entail costs associated with communication and marketing.

Milestones or Deliverables	Timelines	Comments
Development of Vaughan Vision 2020 plan	Q4/11	Development will include working with internal and external stakeholders
Communication and marketing of plan	Q2/12	Will include a VV 2020 marketing item for staff

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

Corporate Communications will collaborate with the Strategic Planning department in the design of the strategic plan document as well as the rollout and communication of the plan.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Vaughan Vision 2020 Strategic Plan
---------------	------------------------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Vaughan Vision 2020 Strategic Plan				High	Mandatory	All goals	All objectives

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

The Vaughan Vision 2020 strategic plan document is the guiding document for the City organization.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The review and redesign of the Vaughan Vision 2020 is the top priority for the Strategic Planning department in 2011/12.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

A revised and updated Vaughan Vision 2020 strategic plan will provide direction to the organization and identify the strategic priorities over the 2010-2014 term of Council. It is important to revise the plan at the beginning of the Council term so that a vision and strategic direction can be set which will guide the decision making process over the next four years.

5) Alternatives

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

Not completing the plan in 2011 will result in a gap developing between the strategic vision for the organization as set by Council and senior management and any initiatives which are established and implemented by departments.

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

The Corporation as a whole will be affected since there will not be a strategic plan in place to guide organizational decision making during the 2010-2014 term of Council.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Comments

Current status of compliance:

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

An integral part of the Vaughan Vision 2020 process is public engagement. If there is no plan in place during the 2010-2014 term of Council the public will not have an opportunity to provide their feedback and input on the strategic direction of the City.

Request Title	Vaughan Vision 2020 Strategic Plan				
7) Financial/Resource Detail					
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)					
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	-	
2	* Benefits	(See sect. 8&9)	-	-	
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-	
4	<blank>				
5	<blank>				
6	<blank>				
7	<blank>				
Subtotal		-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)					
1	Cost to design and print revised VV 2020 document and distribute to all households and advertise	See sect. 8&9.	50,000	(30,000)	(20,000)
2	<blank>				
3	<blank>				
Subtotal			50,000	(30,000)	(20,000)
OFFSETS - cost savings, reductions, etc					
1	Operational Audit Department		(15,000)	15,000	
2	<blank>				
3	<blank>				
Subtotal			(15,000)	15,000	-
<u>TOTAL OPERATING BUDGET CHANGE</u>			35,000	(15,000)	(20,000)
ASSOCIATED CAPITAL FUNDING					
		Proj. #			
1	<blank>				
2	<blank>				
3	<blank>				
<u>TOTAL ASSOCIATED CAPITAL FUNDING</u>			-	-	-
COMPLEMENTS & FTE's					
# of positions requested	(calculated field - sect. 8&9)		-	-	
FTE's	(calculated field - sect. 8&9)		-	-	
FTE reductions/offsets	(Manual Field)		-	-	
Net FTE's	(calculated field - sect. 8&9)		-	-	

Request Title	Vaughan Vision 2020 Strategic Plan
---------------	------------------------------------

8) 2011 Complement Details

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.

2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				

2011 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$	-			-
* PT vacation pay <i>(calculated field)</i>	-	-	-	-
* Annual benefits <i>(calculated field)</i>	-	-	-	-
* FT contract benefits in lieu <i>(calculated field)</i>	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
Cost to design and 1) print revised VV 2020 document		30,000			30,000
Cost to distribute 2) document to all households and advertisements		20,000			20,000
3)					
Subtotal		50,000	-	-	50,000

Total 2011 Complement Annual Costs	\$ 50,000	\$ -	\$ -	\$ 50,000
---	------------------	-------------	-------------	------------------

Additional Comments:

Request Title	Vaughan Vision 2020 Strategic Plan
---------------	------------------------------------

9) 2012 Complement Details

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.

2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay <i>(calculated field)</i>	-	-	-	-
* Annual benefits <i>(calculated field)</i>	-	-	-	-
* FT contract benefits in lieu <i>(calculated field)</i>	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Communication of revised VV 2020 plan including posters, plaques, staff giveaway, advertisement		20,000			20,000
2)					-
3)	20030				-
Subtotal		20,000	-	-	20,000

Total 2012 Complement Annual Costs	\$ 20,000	\$ -	\$ -	\$ 20,000
---	------------------	-------------	-------------	------------------

Additional Comments:



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary On-line Citizen Public Engagement Forum
(If applicable)
Department City Manager's Office **Business Unit Name** Strategic Planning

Request Title On-line Citizen Public Engagement Forum

Annual Budget Change Summary					
Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	-	-	-	-	-
Net FTE's	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	-	-	-	-	-
Other continuous costs	25,000	-	25,000	-	25,000
One-time expenses	50,000	(50,000)	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 75,000	\$ (50,000)	\$ 25,000	\$ -	\$ 25,000
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

The City has utilized a citizen telephone survey for the past several years to gain a better understanding of citizen's satisfaction with City services and to identify the key strategic issues of concern. The next step in better engagement of citizens is the use of an on-line public engagement tool which is directly linked to the Vaughan Vision 2020 strategic initiative "Ensure citizen-focused communication initiatives: establish and implement a more effective model for civic engagement and enhance our public consultation strategy." In November 2009 and May 2010 reports were tabled at the Strategic Planning Committee detailing ways to improve public engagement and the use of electronic communications and social media for communication purposes. The on-line public engagement forum will provide the Corporation with information from a group of representative citizens regarding their view on strategic issues impacting the City. This will result in greater transparency and public engagement.

In the past the City has gathered public feedback through the use of formal meetings. This initiative presents a new way to engage citizens and gather feedback. It will accomplish this by creating a representative forum of 1,000+ citizens who will be statistically representative of the Vaughan citizenry. This group will complete survey's developed by the City on various topics throughout the year. The surveys will be developed by an external consultant in collaboration with the City who will then aggregate and analyze the data. The survey questions will focus on evaluating City services, obtaining information on what services citizens value, and obtaining feedback on key strategic issues. The information will be used in the Vaughan Vision 2020 strategic plan, and for communications messaging. If more information is required on any issues which have been identified in the survey, focus groups will be established to provide a facilitated discussion.

Milestones or Deliverables	Timelines	Comments
Focus Groups for 2010 survey	Q4/10-Q1/11	Focus groups to drill down on information provided in 2010 survey
2011 on-line citizen survey	Q2/11	2011 survey to build off of 2010 survey and develop citizen panel
2012 on-line citizen survey	Q2/12	2012 survey to build off of 2011 survey and develop citizen panel

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

The Corporate Communications department will collaborate with the Strategic Planning department on the development and administration of the survey and any associated focus groups.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	On-line Citizen Public Engagement Forum
----------------------	--

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Ensure citizen-focused communication initiatives: Establish and implement a more effective model for civic engagement and enhance our public consultation strategy	4	Ongoing	Q4/10	High	Mandatory	Management Excellence	Demonstrate leadership & Promote Effective Governance

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

The establishment of an on-line citizen survey mechanism is a critical component of strategic initiative number 4 which is "Ensure citizen-focused communication initiatives: Establish and implement a more effective model for civic engagement and enhance our public consultation strategy." Through implementation of a unique public engagement tool the City will be positioned to gather representative information from its citizens to incorporate into the strategic planning and corporate communications messaging.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

Developing an on-line citizen survey mechanism is a high priority in the Strategic Planning and Corporate Communications departments 2011 business plan.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

Being able to gather representative information through the use of an on-line citizen survey panel will provide an alternative method for citizens to provide input and feedback to the City. The traditional way of communicating through evening meetings does not ensure obtaining a representative sample of the 'average persons thinking.' Establishing an on-line survey tool whereby a representative group of citizens will participate in completing surveys will ensure a higher accuracy of information and more meaningful survey results. It will also facilitate a greater level of transparency and accountability since it will engage the 'average person' in the information gathering process.

City departments will have an opportunity to contribute questions to ask the citizen panel or there may be necessary questions which need to be asked of City operations. Thus, this tool will facilitate a Corporate and inter-departmental approach and will be of use to the whole Corporation.

5) Alternatives

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

There are on-line survey companies such as FluidSurveys who facilitate organizations developing and administering their own surveys. There is a nominal cost to use these survey forums which would save on the cost of hiring an external consultant to administer the survey however there would still be a necessary role for a consultant to provide advice on questionnaire development and analysis of the results. It is recommended that this approach not be considered until the City has had some experience running the on-line survey with the citizen panel. Another downside may be the preception among the representative panel as to the objectivity of the City in administering the survey. Thus utilizing an external consultant especially in the initial stages of development would allow a body of experience to be built up. Benchmarking with municipalities who have implemented this type of forum suggest it would take a couple of years to build an effective process.

Request Title	On-line Citizen Public Engagement Forum
---------------	---

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

Not approving the development of an on-line citizen engagement survey would result in not proceeding with a key recommendation of this strategic initiative. It would delay building a representative sample of average citizens who could participate in an alternative method of public engagement. It would also delay the move towards obtaining meaningful and representative information from citizens through the use of surveys as an alternative to public meetings. It will result in a missed opportunity to develop alternative methods to improve public engagement.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Current status of compliance:

Comments

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

Some citizen concerns may arise if the City is not utilizing new ways or technology to engage the community

Request Title	On-line Citizen Public Engagement Forum			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	-
2	* Benefits	(See sect. 8&9)	-	-
3	Survey(s) design, administration, and analysis cost	(See sect. 8&9)	25,000	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		25,000	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Cost to establish citizen forum and administer survey	See sect. 8&9.	50,000	(50,000)
2	<blank>			
3	<blank>			
Subtotal		50,000	(50,000)	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		75,000	(50,000)	-
ASSOCIATED CAPITAL FUNDING		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	-	-	
FTE's	(calculated field - sect. 8&9)	-	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	-	-	

Request Title	On-line Citizen Public Engagement Forum			
8) 2011 Complement Details				
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.				
2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				
2011 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$	-			-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	<i>(BU & Acct #.)</i>			
1) Survey administration cost- includes developing, administering and analyzing survey(s)	20030	25,000		25,000
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal		\$ 25,000	\$ -	\$ 25,000
One-time costs	<i>(BU & Acct #.)</i>			
Cost to recruit on-line citizen panel, 1) develop, administer and analyze annual survey		50,000		50,000
2)				-
3)	20030			-
Subtotal		50,000	-	50,000
Total 2011 Complement Annual Costs		\$ 75,000	\$ -	\$ 75,000
Additional Comments:				

Request Title	On-line Citizen Public Engagement Forum			
9) 2012 Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				
2012 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay <i>(calculated field)</i>	-	-	-	-
* Annual benefits <i>(calculated field)</i>	-	-	-	-
* FT contract benefits in lieu <i>(calculated field)</i>	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	<i>(BU & Acct #.)</i>			
1) <blank>	25000			-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal	-	-	-	-
Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				



2011-12 DRAFT OPERATING BUDGET

Environmental Sustainability

- FINANCIAL SUMMARY
- BUSINESS PLAN
- ADDITIONAL RESOURCE REQUESTS
 - Transfer of one contract position to one FTE

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011		2011 Total Budget		2012		2012 Total Budget	
				Budget 2011	Inc/(Dec) Reallocati on	Variance	Inc/(Dec) Reallocati on	Variance	Inc/(Dec) Reallocati on	Variance	
				\$	\$	\$	\$	\$	\$	\$	%
020032 - Environmental Sustainability											
Labour Accounts											
7010 Full Time	0	0	101,553	100,437	(1,116)	(1,116)	109,081	8,644	8,644	8,644	8.61%
7015 Part Time	0	4,370	75,145	69,126	(6,019)	(6,019)	72,130	3,004	3,004	3,004	4.35%
7017 Benefits	0	0	32,887	32,059	(828)	(828)	35,089	3,030	3,030	3,030	9.45%
Labour Account Subtotal	0	4,370	209,585	201,622	(7,963)	(7,963)	216,300	14,678	0	14,678	7.28%
Non Labour Accounts											
7100 Mileage	0	123	0	500	0	500	500	0	0	0	0.00%
7105 Memberships/Dues/Fees	0	3,520	13,500	16,000	0	2,500	16,000	0	0	0	0.00%
7115 Training & Development	0	0	0	7,000	0	7,000	7,000	0	0	0	0.00%
7130 Seminars & Workshops	0	280	0	1,500	0	1,500	1,500	0	0	0	0.00%
7136 Special Events/Public Relation	0	7,493	16,350	11,350	0	(5,000)	11,350	0	0	0	0.00%
7200 Office Supplies	0	61	0	0	0	0	0	0	0	0	0.00%
7210 Office Equip. & Furniture	0	0	1,000	0	(1,000)	(1,000)	0	0	0	0	0.00%
7211 Computer Hardware/Software	0	144	2,500	0	(2,500)	(2,500)	0	0	0	0	0.00%
7220 Copier/Fax Lease Charges	0	44	0	0	0	0	0	0	0	0	0.00%
7330 Materials and Supplies	0	0	12,800	9,800	0	(3,000)	9,800	0	0	0	0.00%
7520 Professional Fees	0	2,204	0	0	0	0	0	0	0	0	0.00%
7630 Wireless/Internet Commun.	0	626	0	0	0	0	0	0	0	0	0.00%
7699 Sundry Expenses	0	2,556	4,000	500	0	(3,500)	500	0	0	0	0.00%
Non Labour Account Subtotal	0	17,051	50,150	46,650	(3,500)	(3,500)	46,650	0	0	0	0.00%
Total Expense	0	21,421	259,735	248,272	(11,463)	(11,463)	262,950	14,678	0	14,678	5.91%

2011 Budget Variance Comments

- Full Time Decrease caused by hiring at lower rate offset by pro-rated progression and economic adjustment
- Part Time Decrease caused by new hire at lower rate offset by pro-rated progression and economic adjustment
- Benefits Decrease in relation to lower labour costs
- Mileage Reallocated from Sundry
- Membership/Dues/Fees Reallocated from Sundry
- Training & Development Reallocated from Sundry; Materials & Supplies; Special Events
- Seminars & Workshops Reallocated from Materials & Supplies

Special Events	Reallocated to Training & Development
Office Equipment & Furniture	Decrease caused by reversal of one-time expenditure related to 2010 ARR
Computer Hardware/Software	Decrease caused by reversal of one-time expenditure related to 2010 ARR
Materials & Supplies	Reallocated to Seminars & Workshops; Training & Development
Sundry Expenses	Reallocated to Mileage; Membership; Training & Development

2012 Budget Variance Comments

Full Time	Increase due to pro-rated progression and economic adjustment
Part Time	Increase due to pro-rated progression and economic adjustment
Benefits	Increase as per Guidelines and changes in labour cost

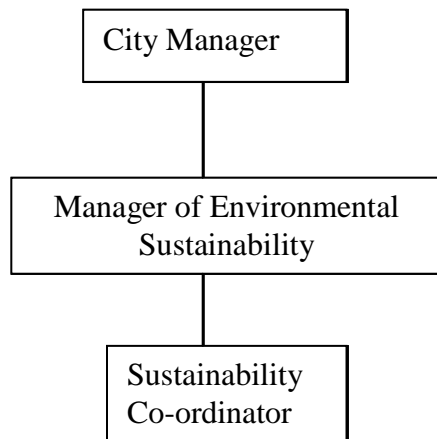
2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement: (Describe the core responsibilities for your department)

Environmentally Sustainability is responsible for championing the implementation of Green Directions Vaughan-the community sustainability and environmental master plan and its goals, objectives, ethics and principles. This business unit works in partnership with internal and external stakeholders to achieve a healthy natural environment, vibrant communities and a strong economy. The Environmentally Sustainability business unit provides expertise and guidance to staff on sustainability.

Service Profile: (Provide the Organizational Chart for your department)



Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time			1	1	1	
Part Time			1	1	-1	
Overtime						

Key Stakeholders: (detail major internal and external stakeholders who interact with the department–key people impacted and involved)

- Council and Committees
- Senior Management Team
- Departmental staff
- Public – Residents, industry, commercial, institutional, non-profits
- Other municipalities within York Region and GTA

2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

- Lead and Promote Environmental Sustainability
- Enhance and Ensure Community Health, Safety and Wellness
- Plan and Manage Growth and Economic Vitality

Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

Pressures

- Maintaining momentum for existing environmental sustainability programs, initiatives and campaigns.
- Developing rapport and credibility with other departments as the requirement for implementation support for Green Directions Vaughan heightens.
- Assisting departments address competing priorities, financial resource limitations and time constraints as the implementation of Green Directions Vaughan continues.
- Ensuring new staff are quickly brought up to speed on key projects and initiatives in order to contribute to key objectives.
- Achieving buy-in from internal and external stakeholders on actions outlined in Green Directions Vaughan
- Prioritizing environmental sustainability with senior government officials with the dissolution of the Environment Committee.
- Keeping Green Directions Vaughan current in a changing environment.
- Fulfilling the federal requirement for a municipal integrated community sustainability plan.

Opportunities

- Early successes with implementation of actions under Green Directions Vaughan will help foster a corporate culture that embraces environmental sustainability.
- Achieving measureable results on environmental sustainability will enable Vaughan to be recognized as a leader amongst municipalities across Ontario.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Initial implementation of Green Directions Vaughan-the Community Sustainability and Environmental Master Plan.	2010	On-going	Administrative adjustments completed; Budget and staffing support secured and in – place,

2011-12 Business Plan

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Top 3 Objectives)			
1. Develop and implementation of Green Directions Vaughan Employee Education Program	Q3	Employee Education Strategy and workplan; Initiatives completed	No additional resources
2. Collaborate with City Departments on the implementation of actions identified under Green Directions Vaughan	On-going	-# projects initiated - # projects completed	No additional resources
3. Develop a reporting framework to communicate on successes in advancing environmental sustainability	Q4	Revised Spotlight on Environmental report	No additional resources
2012 (Top 3 Objectives)			
1. Develop an emissions reduction plan and local action plan to address Climate Change	Q2	- To meet emission reduction targets - Stakeholder buy-in to the local climate change plan	No additional resources
2. Foster the development of an community outreach strategy on Green Directions Vaughan and subsequent Workplan	Q2	-Green Directions Community Outreach strategy and Workplan - Improved communication with, and awareness of, community stakeholders in Green Directions Vaughan	No additional resource
3. Establish a recognition program that acknowledges the efforts of employees in advancing environmental sustainability.	Q1	- Successful start-up of recognition program and acceptance by employees	No additional resource

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

- Number of requests for information/support received and addressed
- Number of projects completed per year
- Number of actions completed under Green Directions Vaughan
- Percentage reduction in City corporation energy/gas consumption
- Percentage reduction in the City corporation carbon footprint

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

Environmental Sustainability is a new, service orientated department that advances the principles of sustainability in Vaughan by realizing environmental, cultural, social and economic objectives. Assumptions about performance measures include:

- Much of the work is carried out in partnership with other departments and outcomes are dependant on the level of effort put forth by the department on guidance received from environmental sustainability
- Individual projects will have specific indicators to track the successes
- As the capacity of internal and external stakeholder's increase, the time to address requests for information should reduce.
- Factors which influence environmental, cultural, social and economic issues fluctuate
- Completion of actions assigned to other departments in Green Directions Vaughan is dependent on time, and availability of resources at the individual department level

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

N/A

2011-12 Business Plan

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

The primary focus of the Environmentally Sustainability business unit is championing the implementation of Green Directions Vaughan-the Community Sustainability and Environmental Master Plan. This involves providing expertise and guidance to staff on actions identified within the master plan as well as other issues related to sustainability. In order to further environmental sustainability within the City of Vaughan, partnerships will continue to be established to execute a number of projects. Work will be initiated on a monitoring and reporting framework in order to evaluate organizational successes in the implementation of the community sustainability and environmental master plan.

As a new business unit with new staff, considerable effort will be placed on establishing relationships and developing rapport with both internal and external stakeholders. In addition, staff education on sustainability will be a predominant area of emphasis.

Research & analysis, policy development, project management, advocacy, strategic communications advice, report preparation, community engagement along with a variety of other tasks will be important activities. However, the timeframe associated with each activity is highly variable. Environmental sustainability issues continue to evolve as does their impact on community's environmental, social and economic framework.

Commissioner Sign-off

Date (mm/dd/yy)



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (if applicable)

Department **Business Unit Name**

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	79,249	-	79,249	-	79,249
Other continuous costs	500	-	500	-	500
One-time expenses	-	-	-	-	-
Offsets/reductions	(79,749)	-	(79,749)	-	(79,749)
Net Operating Budget	\$ 0	\$ -	\$ 0	\$ -	\$ 0
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

The purpose of this request is to transfer a contract position to a full time (support) complement position in the Environmental Sustainability business unit within the City Manager's office.

On April 14, 2009, Council approved the Green Directions Vaughan-Community Sustainability and Environmental Master Plan. One of the provisions of the plan provided , under "Objective 6.1: To fully support the implementation of Green Directions at all levels of City operations", that the City : "make required organizational and staff adjustments to support the Environment Committee and the implementation of Green Directions which will include additional resources." (s. 6.1.)

Section 4. "Implementation" identifies the Recommended Organizational Structure, Oversight and Staffing" required to advance the plan. It recognizes that many of the actions prescribed by Green Directions will be initiated and implemented by staff in all of Vaughan's Commissions. However, it notes that a senior staff member to champion the implementation of Green Directions should be supported by personnel responsible for implementing, tracking, monitoring and reporting on the status of Green Directions Vaughan

Milestones or Deliverables	Timelines	Comments

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

Other departments are indirectly involved as this FTE will supporting implementation of Green Directions Vaughan, including reporting, across the organization.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Transfer one contract position to one FTE
----------------------	--

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Comm Sustainability & Env. Master Plan	4	Complete	Q2/09	High	Mandatory	Serv. Excellence	Promo Env.Sus
Growth Mgt. Strategy	23	Ongoing	Q2/11	High	Mandatory	Mgt. Excellence	Plan/Mgt Growth

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

Green Directions Vaughan is a component of the City's Consolidated Growth Management Strategy-2031. The Growth Management Strategy (Vaughan Tomorrow) includes Green Directions Vaughan-the Community Sustainability and Environmental Master Plan, the new Official Plan and a number of supporting Master Plans. The provisions of Vaughan Vision 2020 apply, under the following headings:

Service Excellence-Lead and Promote Environmental Sustainability

- Develop and implement a Community Sustainability and Environmental Master Plan as part of the Growth Management Strategy 2031, completed Q2/2009. Implementation of the plan is underway. The transfer from contract to a FTE support position ensures timely implementation, tracking and monitoring occurs.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

All three of the top 3 business plan objectives, outlined in 2011 Business Plan for the Environmental Sustainability business unit, are directly linked to Green Directions Vaughan, the Community Sustainability and Environmental Master Plan. The FTE support position will be responsible for assisting with the implementation, tracking, monitoring and reporting on the status of Green Directions Vaughan. The responsibilities of the position strongly correlate to the action of establishing a reporting framework to communicate successes on advancing environmental sustainability. Similarly, the top 3 business plan objectives for 2012 are heavily focused on implementing key aspects of Green Directions Vaughan. The support that this position will provide will be needed for the community outreach strategy and an employee recognition program related to environmental sustainability.

In addition, the FTE support position will play a key role in tracking key performance indicators as these indicators will be cited in reports to internal and external stakeholders. Finally, the FTE support position will function as a resource for all departments as the implementation of Green Direction Vaughan continues.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

The benefits which will result from transferring the existing contract position to a FTE support position include ensuring timely implementation, tracking, monitoring, and reporting of Green Directions Vaughan; and the optimization and efficient use of City resources in the plan's implementation through:

- supporting consultation and coordination across City departments and the provision of support where appropriate;
- outreach coordination
- research and policy development

Another supplemental benefit of creating a full time support position is that it demonstrates to internal and external stakeholders that the City of Vaughan is strongly committed to achieving a healthy environment, a vibrant community and a strong economy.

5) Alternatives

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

The only other option is status quo where the position remains as a contract position. As noted earlier, a contract position has existed for the past 6 years. However, with the development and subsequent implementation of Green Directions Vaughan, it marks the first time in the existing life of the contract that a Master plan has been created to provide direction to the entire organization. With the establishment of an Environmental Sustainability business unit, it would be beneficial to provide resources to enable it to fulfill assigned tasks. Often, contract employees are more likely to leave a role for one that is more stable. By moving to a FTE support position, the City is providing stability and a foundation to a small, newly established business unit.

Request Title	Transfer one contract position to one FTE
----------------------	--

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

- Staff. Compromise the ability of the City to implement Green Directions Vaughan, possibly some responsibilities may have to be reassigned to other departments.
 - Community & residents. Failing to implement Green Directions Vaughan, will raise concerns with the public about the City's ability to be a leader on environmental sustainability.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

The Green Energy Act (2009)

What are the compliance requirements?

Comments

The regulations have not been published as of yet, but there is strong indication that Ontario municipalities will be required to prepare Energy Plans with targeted reductions in greenhouse gas reductions.

Current status of compliance:

Has not yet commenced as regulations have not been approved.

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address:

Comments

Please describe the type and nature of risk

Probability of Risk

Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

Depends on the priority applied to plan and the necessary allocation of resources.

Request Title	Transfer one contract position to one FTE			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	63,147	-
2	* Benefits	(See sect. 8&9)	16,102	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	500	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		79,749	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-
2	<blank>			
3	<blank>			
Subtotal		-	-	-
OFFSETS - cost savings, reductions, etc				
1	<blank>		(79,749)	
2	<blank>			
3	<blank>			
Subtotal		(79,749)	-	-
TOTAL OPERATING BUDGET CHANGE		0	-	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	1.00	-	
FTE's	(calculated field - sect. 8&9)	1.00	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	1.00	-	

Request Title	Transfer one contract position to one FTE
---------------	---

8) 2011 Complement Details

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.

2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Sustainability Co-ordinator			
Estimated start date (dd-mm-yy to dd-mm-yy)	9/1/2011			
# 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 term (dd mm-yy to dd-mm-yy)				
Business unit # and object code	200032-7010			
Grade level	5			
Est. starting step	1			

2011 Complement Annual Cost Detail				
Annual full-time \$	63,147			63,147
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)		-	-	-
* Annual benefits (calculated field)	16,102	-	-	16,102
* FT contract benefits in lieu (calculated field)		-	-	-
Subtotal	\$ 79,249	\$ -	\$ -	\$ 79,249

Continuous costs	(BU & Acct #.)				
1) Training/workshops	020032-7130	500			500
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ 500	\$ -	\$ -	\$ 500

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2011 Complement Annual Costs	\$ 79,749	\$ -	\$ -	\$ 79,749
---	------------------	-------------	-------------	------------------

Additional Comments:

Request Title	Transfer one contract position to one FTE			
9) 2012 Complement Details				
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.				
2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				
2012 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	(BU & Acct #.)			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal	-	-	-	-
Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				



2011-12 DRAFT OPERATING BUDGET

CORPORATE POLICY

- FINANCIAL SUMMARY
- BUSINESS PLAN

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011		2011 Total Budget		2012		2012 Total Budget				
				Budget 2011	Account Reallocati on	Inc/(Dec)	Reallocati on	Budget 2012	Inc/(Dec)	Account Reallocati on	Budget 2012	Inc/(Dec)	Account Reallocati on	Variance
				\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	%
020035 - Corporate Policy														
Labour Accounts														
7010 Full Time	96,531	98,972	98,458	101,059	2,601	2,601	2,601	4,062	4,062	4,062	4,062	4,062	4,062	4.02%
7015 Part Time	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7017 Benefits	24,616	23,521	25,106	25,770	664	664	664	1,561	1,561	1,561	1,561	1,561	1,561	6.06%
Labour Account Subtotal	121,147	122,493	123,564	126,829	3,265	3,265	3,265	5,623	5,623	5,623	5,623	5,623	5,623	4.43%
Non Labour Accounts														
7100 Mileage	207	141	490	490	0	0	0	0	0	0	0	0	0	0.00%
7103 407-ETR Toll Charges	0	0	100	100	0	0	0	0	0	0	0	0	0	0.00%
7105 Memberships/Dues/Fees	558	379	520	520	0	0	0	0	0	0	0	0	0	0.00%
7110 Meals & Meal Allowances	0	0	440	440	0	0	0	0	0	0	0	0	0	0.00%
7115 Training & Development	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7117 Corporate Mgmt Mtgs	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7120 Telephone Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7122 Cellular Telephones	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7125 Subscriptions/Publications	65	44	100	100	0	0	0	0	0	0	0	0	0	0.00%
7130 Seminars & Workshops	184	175	1,170	1,170	0	0	0	0	0	0	0	0	0	0.00%
7200 Office Supplies	517	183	0	0	0	0	0	0	0	0	0	0	0	0.00%
7205 Computer Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7210 Office Equip. & Furniture	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7211 Computer Hardware/Software	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7220 Copier/Fax Lease Charges	1,265	371	1,010	1,010	0	0	0	0	0	0	0	0	0	0.00%
7222 Printing	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7315 Preventative Mtce. A	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7415 Rental, Leases - Vehicles	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7520 Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7560 Gas/Diesel - Vehicles	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7630 Wireless/Internet Commun.	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7640 Cable TV/Satellite Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7699 Sundry Expenses	176	120	0	0	0	0	0	0	0	0	0	0	0	0.00%
Non Labour Account Subtotal	2,972	1,413	3,830	3,830	0	0	0	0	0	0	0	0	0	0.00%
Total Expense	124,119	123,906	127,394	130,659	3,265	3,265	3,265	5,623	5,623	5,623	5,623	5,623	5,623	4.30%

2011 Budget Variance Comments

Full Time
Benefits
Increase economic adjustment
Increase in relation to salary change

2012 Budget Variance Comments

Full Time
Benefits
Increase due to pro-rated progression and economic adjustment
Increase in relation to salary increase and as per Guidelines

2011-12 Business Plan

BUSINESS OVERVIEW

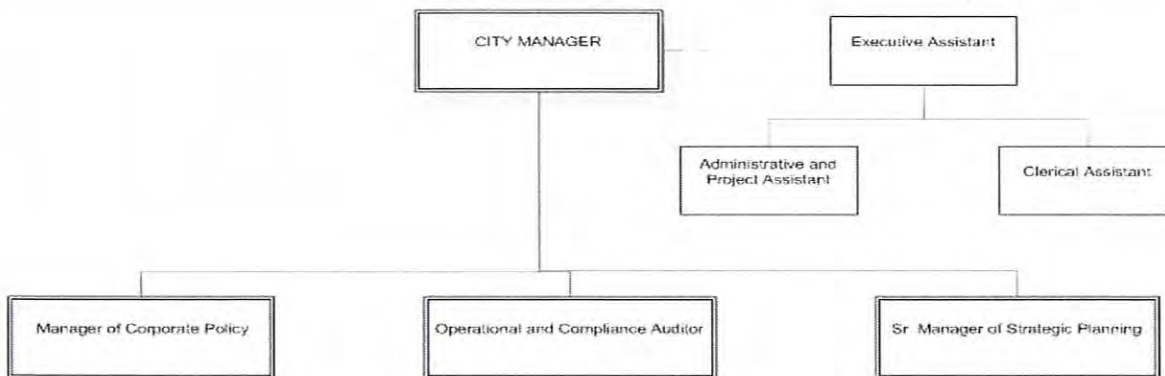
Service Statement: (Describe the core responsibilities for your department)

Corporate Policy is responsible for the management of corporate-level initiatives within, but not limited to, the areas of growth management, the environment, policy development, special studies and projects and issue research/response. This includes retention of consulting resources, consultant supervision, stakeholder consultation, reporting and post-approval implementation and monitoring. The department will also: Provide on-going management/staff support for the operations of the Environment Committee and other committees; support the work of internal departments when dealing with matters of corporate priority; and represent the City's corporate position to public and private agencies/organizations, as required.

Service Profile: (Provide the Organizational Chart for your department)



OFFICE OF THE CITY MANAGER ORGANIZATIONAL CHART



Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	1	1	1	1	0	0
Part Time						
Overtime						

Key Stakeholders: (detail major internal and external stakeholders who interact with the department—key people impacted and involved)

Council and Committees
 Senior Management Team
 City Departmental Staff (At all levels)
 Public (Project Consultation and Outreach)



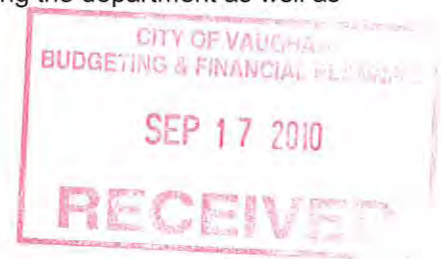
2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

Enhance and Ensure Community Safety, Health & Wellness
 Lead & Promote Environmental Sustainability
 Demonstrate Leadership and Promote Effective Governance
 Plan and Manage Growth & Economic Vitality


Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)




Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Continued participation in the Vaughan Tomorrow process, working with Policy Planning on the integration of the OP Review process Green Directions and with Economic Development on the Employment Sector Strategy Study.	2009-10	Policies of Green Directions and the Employment Sector Strategy Study incorporated into the new OP.	New OP scheduled for adoption on September 7, 2010 with policies included. As a member of the OP Review Team provided comments on the draft OP focusing on sustainability and economic issues.
New duties added: May to September 2010 - OP Review.	2010	May to September commitment to completion of the new Official Plan to Council	Provided support in the preparation and coordination of

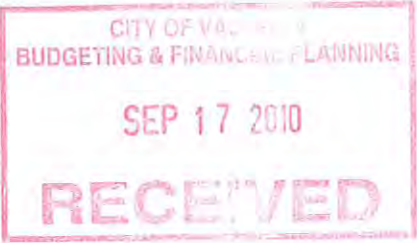
2011-12 Business Plan

		<p>Adoption.</p>	<p>the July 28, 2010 Staff Report on responses to the draft Official Plan.</p> <p>Prepared the August 31, 2010 Staff Report on the responses to the draft North Kleinburg-Nashville Secondary Plan</p> <p>Both reports resulted in direction to finalize the plans for adoption.</p>
<p>Develop responses as directed to issues affecting the corporation that may arise throughout the year, for the consideration of SMT/Committees/Council.</p>	<p>2009-10</p>	<p>Prepared report and letter to Council and letter to Prime Minister advising of the City's support for the reduction of Greenhouse Gas Emissions in respect of the Copenhagen Conference.</p>	<p>Direction received. Letter prepared and sent, December 2009.</p>
<p>Completion of involvement with Green Directions Vaughan Community Sustainability and Environmental Master Plan.</p>	<p>2009-10</p>	<p>Launched in 2009. Implementation process underway. Handed over responsibility over to the new Manager of Environmental Sustainability in Q2 -10</p>	<p>Major Update reports in May December 2009 and May 2010. Drafted job description and participated in the recruitment process for the Manager of Environmental Sustainability position. (Q2 - 10) Initiated work on the Green Directions Employee Education Plan</p>

2011-12 Business Plan


			(Q1)
			
Continued the Advancement of the Vaughan District Energy Feasibility Study	2009-10	Study now underway with targeted completion for Q1 2011. Phase 1 completed.	Reported to and received direction from Vaughan Holdings Inc. in December 2009 to proceed with the VDEFS. Prepared Terms of Reference/RFP for the recruitment and consultant and conducted the evaluation process (Q1-10, Q2 -10). Consultant retained June 2010
Working in conjunction with Engineering and Policy Planning in the review of the Spadina Subway Extension Station Design (TTC and York Region)	2009-10	All three subway stations at or near 60% design. Design issues are still outstanding with the VMC and Steeles West Stations.	Continuing challenges exist due to budget pressures. Implications of UPS issues still emerging.
Finalization of Employment Sectors Strategy Study	2009-10	Study Completed and approved in Q2 – 2010. Q4 - 09 to Q1- 10 content incorporated into draft Official Plan	Continued role as co- manager of the study. The study was approved by the Economic

2011-12 Business Plan

			Development Committee and ratified by Council in May of 2010
Building on the Employment Sectors Strategy Study served on the Consultant Selection Committee for the Economic Development Strategy and the Kleinburg Economic Development Strategy.	2010	Evaluation Committee has met and recommendations were provided.	Recommended consultants were confirmed and studies are underway.
Assigned role as Staff Liaison to the Vaughan Health Campus of Care/York Central Hospital "collaboration" respecting the development of the Jane Street-Major Mackenzie Drive Campus. 	2010 and beyond	Involvement pending the YCH/VHCC "collaboration" establishing an external agency development subcommittee and undertaking its master planning and master programming exercises.	Objectives are to ensure that the City's interests are protected; ensuring that technical information is provided to the collaboration on a timely basis; and supporting the City's objectives for the hospital and the development of the campus.
To Continue Monitoring/Participating in Internal/External Growth Management and Environmental Policies including: <ul style="list-style-type: none"> • Highway 427 Extension; • Spadina Subway Extension; • MoveOntario2020 program measures, e.g. Yonge Subway Extension; Viva BRT Services; • GTA West Corridor EA; • Corporate Centre Links 4 and 5 EA; • Highway 407 Transitway EA; • Western Vaughan EA. 	2010	Ongoing All identified projects remain active. Departmental files opened and monitoring continues.	Continued monitoring, participation, collaboration with other departments and reporting as required Continuing, collaboration with external agencies.

2011-12 Business Plan

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Top 3 Objectives)			
1. Wrap up of Vaughan Tomorrow Projects 	On-going 2011	Completion of Vaughan Tomorrow studies/OP: Possibly a wrap-up document and website providing descriptions of the finalized Vaughan Tomorrow Plan for public use.	Not Anticipated
2. Finalization of Vaughan District Energy Feasibility Study	Q1, 2011	Approved study: If directed, to proceed with further studies to move forward with the implementation of a District Energy System.	Further funding may be required through Vaughan Holdings Inc. and possibly through grants from senior levels of government.
3. Completion, to the extent possible, the planning processes for the subway extension into Vaughan.	On-going	Facilitating the subway extension, while optimizing the development opportunities around the station sites.	Not anticipated.
Other			
Vaughan Health Campus of Care/YCH: Jane-Major Mackenzie Campus development in accordance with OPA 715. Supporting the Master Planning program for the hospital and facilitating the planning submission to the Province, while ensuring that the City's design and development objectives are being met.	On-going	Supporting the objective of having the Ministry of Health and Long Term Care give approval for the next phase in the development program.	Not anticipated.
Investigate with Policy Planning and Economic Development the opportunity to develop an eco-industrial park strategy and develop standards for Community Energy Plans.	Not Determined	Direction to proceed with study (SMT/Council)	Not anticipated at this writing. External resources may be required subject to further investigation.
Continued availability to respond to requests for special studies, reports and policy development	On demand	Product as requested.	Not anticipated but would depend on the

CORPORATE POLICY

2011-12 Business Plan

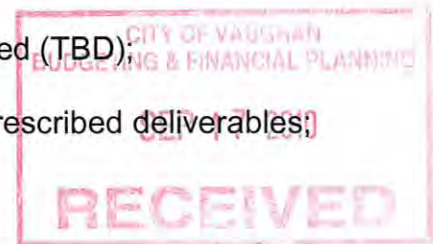
exercises.			nature of the request and the desired project.
2012 (Top 3 Objectives)			
1. Completion of projects. New projects for initiation will emerge during 2011.			
2.			
3.			
Other			

CITY OF VAUGHAN
 BUDGETING & FINANCIAL PLANNING
 SEP 17 2010
RECEIVED

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

1. Projects or assignments that have been given direction to proceed (TBD);
2. Meeting of timelines and milestones (TBD);
3. Completion of projects or assignments in accordance with the prescribed deliverables;
4. Completion of required monitoring programs.



BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

As indicated by the performance measures, the City is in the process of completing a major planning phase that will be substantially completed by the end of 2011. The work undertaken was diverse and cross-disciplinary and sometimes attached to other processes, often run by other departments. Participation is time-consuming but is necessary to maintaining an informed perspective. The resulting participatory role is reflected in the completion of other processes.

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and general departmental situation)

The 2010 Perspective – Corporate Policy

The GTA and the City of Vaughan is nearing completion of a major transformation as a result a number of forces. New planning policies (e.g. *Places to Grow*, the Greenbelt Plan), environmental and sustainability issues, new population and growth targets, major infrastructure investments, a changing economy and a shift away from manufacturing and Vaughan's lifecycle (i.e. approaching build-out) will all present major challenges going forward. This has resulted in responses by the city in the form of the CSEMP, the new OP and the supporting master plans. In addition a number of concurrent focused area (land use) and infrastructure studies have been prepared to facilitate infrastructure investments that will reflect and implement the new Provincial policies.

With the adoption of the new Official Plan (September 2010) and the completion of the Master Plans (the last probably no later than Q1 2011), it is expected that next year will see a shift toward plan implementation. This should result in a new cycle of initiatives. In addition, a new Council may have particular initiatives that will require further studies and policy development. Some of these issues may not be predictable at this time and may result from Council and/or SMT direction.

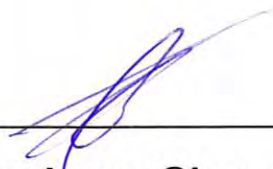
Monitoring of overall implementation of the growth management (Vaughan Tomorrow) strategy will continue to be an important part of the job. Strategic initiatives, policy development, research, special studies and issue management will remain important functions. To some extent it is impossible to predict the workload associated with these tasks. Many are in response to unplanned priority requests, like research, special studies and issue management. Major studies or policy development exercises can emerge on a reactive basis but there is a greater level of predictability to these tasks. Committee attendance and support is another area where time has become increasingly devoted. However, this may be mitigated with the emergence of the new committee structure.

2011-12 Business Plan

Overall, there is a substantial element of workload unpredictability inherent in Corporate Policy. However, in the past this has been accommodated. This should continue as long as the variable tasks remain at levels consistent with the past few years. However, major undertakings, such as the work with the new Official Plan, can overwhelm other duties in the short-term.



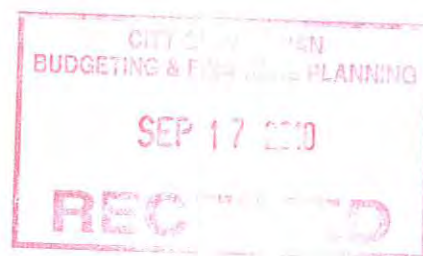
Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)



Commissioner Sign-off



Date (mm/dd/yy)



2011-12 DRAFT OPERATING BUDGET

FIRE & RESCUE SERVICES

- **FIRE ADMINISTRATION**
 - FINANCIAL SUMMARY
 - BUSINESS PLANS
- **FIRE COMMUNICATIONS**
 - FINANCIAL SUMMARY
 - BUSINESS PLANS
 - ADDITIONAL RESOURCE REQUESTS
 - 2 Communication Operators (2012)
- **FIRE MECHANICAL**
 - FINANCIAL SUMMARY
 - BUSINESS PLANS
 - ADDITIONAL RESOURCE REQUESTS
 - Mechanic – Emergency Vehicle Technician
- **FIRE PREVENTION**
 - FINANCIAL SUMMARY
 - BUSINESS PLANS
- **FIRE OPERATIONS**
 - FINANCIAL SUMMARY
 - BUSINESS PLANS
 - ADDITIONAL RESOURCE REQUESTS
 - Station 7-10: 6 FireFighters & 4 Captains

- Station 7-5 16FF + 4 Captains (2012)

➤ **FIRE TRAINING**

➤ FINANCIAL SUMMARY

➤ BUSINESS PLANS

➤ **EMERGENCY PLANNING**

• FINANCIAL SUMMARY

• BUSINESS PLANS

• ADDITIONAL RESOURCE REQUESTS

- Consultant to develop, conduct and evaluate an exercise (moved to 2013)

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Inc/(Dec)		Account Reallocation		2011 Total Budget Variance	Budget 2012	2012 Inc/(Dec)	Account Reallocation	2012 Total Budget Variance
				Budget 2011	Budget 2011	\$	%	\$	%					
100 - Fire and Rescue Services														
Revenue														
3522 Trsf. fm Res. & Res. Funds	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
3574 Rev. from Recover. Expenses	(4,230)	(19,709)	(7,664)	(7,664)	0	0	0	0	0	0.00%	(1)	0	(1)	0.01%
3598 Fines & Penalties-Library	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
3610 Plumbing Permit Fees	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
3618 Dept. Misc. Revenues	(753,143)	(830,720)	(346,897)	(483,260)	(136,363)	(136,363)	0	0	0	39.31%	0	0	0	0.00%
3624 Fees from Other Municip.	(35,000)	(23,800)	(35,000)	(35,000)	0	0	0	0	0	0.00%	0	0	0	0.00%
3780 Grants and Subsidies	(792,373)	(874,229)	(389,561)	(525,924)	(136,363)	(136,363)	0	0	0	0.00%	(1)	0	(1)	0.00%
Labour Accounts														
7010 Full Time	20,380,026	23,240,249	23,271,233	24,609,922	1,338,689	1,338,689	0	0	0	5.75%	495,823	0	495,823	2.01%
7012 Overtime	812,584	962,977	138,577	138,577	0	0	0	0	0	0.00%	0	0	0	0.00%
7015 Part Time	0	5,028	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7017 Benefits	5,409,930	5,333,326	5,969,342	6,277,717	308,375	308,375	0	0	0	5.17%	252,016	0	252,016	4.01%
Labour Account Subtotal	26,602,540	29,541,580	29,379,152	31,026,216	1,647,064	1,647,064	0	1,647,064	0	5.61%	747,839	0	747,839	2.41%
Non Labour Accounts														
7100 Mileage	4,648	4,001	8,900	8,900	0	0	0	0	0	0.00%	0	0	0	0.00%
7103 407-ETR Toll Charges	167	556	96	95	(1)	(1)	0	0	0	-1.04%	0	0	0	0.00%
7105 Memberships/Dues/Fees	4,256	4,756	10,520	10,520	0	0	0	0	0	0.00%	0	0	0	0.00%
7110 Meals & Meal Allowances	5,755	6,359	6,630	6,630	0	0	0	0	0	0.00%	0	0	0	0.00%
7115 Training & Development	105,630	180,034	111,296	111,297	1	1	0	0	0	0.00%	3	0	3	0.00%
7120 Telephone Charges	0	0	984	985	1	1	0	0	0	0.10%	0	0	0	0.00%
7122 Cellular Telephones	32,350	33,536	36,034	36,033	(1)	(1)	0	0	0	0.00%	2	0	2	0.01%
7125 Subscriptions/Publications	12,972	8,593	5,960	5,961	1	1	0	0	0	0.02%	0	0	0	-0.02%
7130 Seminars & Workshops	4,297	1,262	6,251	6,252	1	1	0	0	0	0.02%	(2)	0	(2)	-0.03%
7135 Advertising	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7200 Office Supplies	16,896	14,301	13,020	13,020	0	0	0	0	0	0.00%	0	0	0	0.00%
7205 Computer Supplies	5,390	5,394	4,152	4,152	0	0	0	0	0	0.00%	3	0	3	0.07%
7210 Office Equip. & Furniture	19,439	4,483	19,981	19,981	0	0	0	0	0	0.00%	(1)	0	(1)	-0.01%
7211 Computer Hardware/Software	14,180	18,883	45,353	45,352	(1)	(1)	0	0	0	0.00%	(2)	0	(2)	0.00%
7215 Mtce. & Repairs - Equip.	336	19,665	3,324	3,324	0	0	0	0	0	0.00%	1	0	1	0.03%
7220 Copier/Fax Lease Charges	27,508	25,131	20,461	20,459	(2)	(2)	0	0	0	-0.01%	0	0	0	0.00%
7222 Printing	719	0	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7300 Protect. Clothing/Uniforms	373,893	293,152	324,591	349,591	25,000	25,000	0	0	0	7.70%	(1)	0	(1)	0.00%
7305 Breathing & Medical Supplies	60,827	45,236	49,920	49,920	0	0	0	0	0	0.00%	0	0	0	0.00%
7310 General Mtce.	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7315 Preventative Mtce. A	603,192	460,180	374,959	380,263	5,304	5,304	0	0	0	1.41%	687	0	687	0.18%
7325 Janitorial Supplies	27,170	18,601	18,601	18,601	0	0	0	0	0	0.00%	(1)	0	(1)	-0.01%
7330 Materials and Supplies	236,873	240,802	176,810	176,810	0	0	0	0	0	0.00%	(5)	0	(5)	0.00%
7331 Contractor & Contract. Mat.	401	0	0	5,600	5,600	5,600	0	0	0	0.00%	0	0	0	0.00%
7335 Small Tools and Equipment	106,265	112,509	94,092	94,092	0	0	0	0	0	0.00%	(2)	0	(2)	0.00%
7345 Radio Operations	157,367	193,203	148,850	264,150	115,300	115,300	0	0	0	77.46%	0	0	0	0.00%
7400 Bank Charges	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7410 Rental, Leases - Equipment	577	188	300	301	1	1	0	0	0	0.33%	(1)	0	(1)	-0.33%
7520 Professional Fees	0	0	2,244	2,245	1	1	0	0	0	0.04%	0	0	0	0.00%
7522 Volunteer Firefighters	110,650	82,110	145,000	145,000	0	0	0	0	0	0.00%	0	0	0	0.00%

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Inc/(Dec)		Account Reallocati on		2011 Total Budget Variance		Budget 2012		2012 Inc/(Dec)		Account Reallocati on		2012 Total Budget Variance	
7530 Outside Services	5,100	6,502	25,440	25,440	0	0	0	0	0	0	0.00%	25,440	0	0	0	0	0.00%		
7550 Fire Prevention	29,177	31,037	46,644	46,644	0	0	0	0	0	0.00%	46,644	1	0	0	0	0.00%			
7560 Gas/Diesel - Vehicles	54,709	48,195	60,786	65,546	4,760	0	4,760	0	0	7.83%	67,735	2,189	0	0	0	3.34%			
7630 Wireless/Internet Commun.	1,926	1,639	2,001	2,000	(1)	0	(1)	0	0	-0.05%	2,000	0	0	0	0	0.00%			
7696 GST Adjustment 2004	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%			
7698 Grouped Expenses	17,345	39,856	40,036	40,035	(1)	0	(1)	0	0	0.00%	40,035	0	0	0	0	0.00%			
7699 Sundry Expenses	23,993	13,903	20,225	20,225	0	0	0	0	0	0.00%	20,225	0	0	0	0	0.00%			
7700 Chgs. from Other Depts.	499	373	3,108	3,108	0	0	0	0	0	0.00%	3,110	2	0	0	0	0.06%			
7780 Trsf. to Reserves-Insurance	244,155	293,960	293,960	349,990	56,030	0	56,030	0	0	19.06%	372,095	22,105	0	0	0	6.32%			
7785 Trsf. to Reserves-Other	1,096,150	1,096,150	1,096,150	1,096,150	0	0	0	0	0	0.00%	1,096,150	0	0	0	0	0.00%			
7790 Trsf. To Exp Reserve	(3,000)	(2,040)	0	(300,000)	(300,000)	0	(300,000)	0	0	0.00%	(150,000)	150,000	0	0	0	-50.00%			
7791 Trsf. to Capital	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%			
Non Labour Account Subtotal	3,401,812	3,325,686	3,216,679	3,128,672	(88,007)	0	(88,007)	0	0	-2.74%	3,303,650	174,978	0	0	174,978	5.59%			
Total Expense	30,004,352	32,867,266	32,595,831	34,154,888	1,559,057	0	1,559,057	0	0	4.78%	35,077,705	922,817	0	0	922,817	2.70%			
Net Total	29,211,979	31,993,037	32,206,270	33,628,964	1,422,694	0	1,422,694	0	0	4.42%	34,551,780	922,816	0	0	922,816	2.74%			

2011 Budget Variance Comments

Dept. Misc. Revenues
 Full Time
 Overtime
 Benefits
 Protect. Clothing/Uniforms
 Preventative Mitce. A
 Contractor & Contract. Mat.
 Radio Operations
 Gas/Diesel - Vehicles
 Trsf. to Reserves-Insurance
 Trsf. To Exp Reserve

Increase for expected change in call-out revenue
 Increase due to retention pay for 2010 and 2011 and 2010 ARR gapping for 10 Firefighters.
 Increase due to union agreement rate changes
 Increase in relation to salary increase
 Increase to provide for 10 staff approved through 2010 ARR
 Increase for growth and price as per guidelines
 Increase for defibrillator maintenance for fire vehicle units
 Increase due to operating cost associated with new dispatch system
 Allowable increase to fund City insurance cost
 Allowable transfer from reserves to offset costs

2012 Budget Variance Comments

Full Time
 Overtime
 Benefits
 Preventative Mitce. A
 Gas/Diesel - Vehicles
 Trsf. to Reserves-Insurance
 Trsf. To Exp Reserve

Increase due to pro-rated progression.
 Increase due to union agreement rate changes
 Increase in relation to salary increase
 Increase for growth and price as per guidelines
 Increase for growth and price as per guidelines
 Allowable increase to fund City insurance cost
 Allowable transfer from reserves to offset costs

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

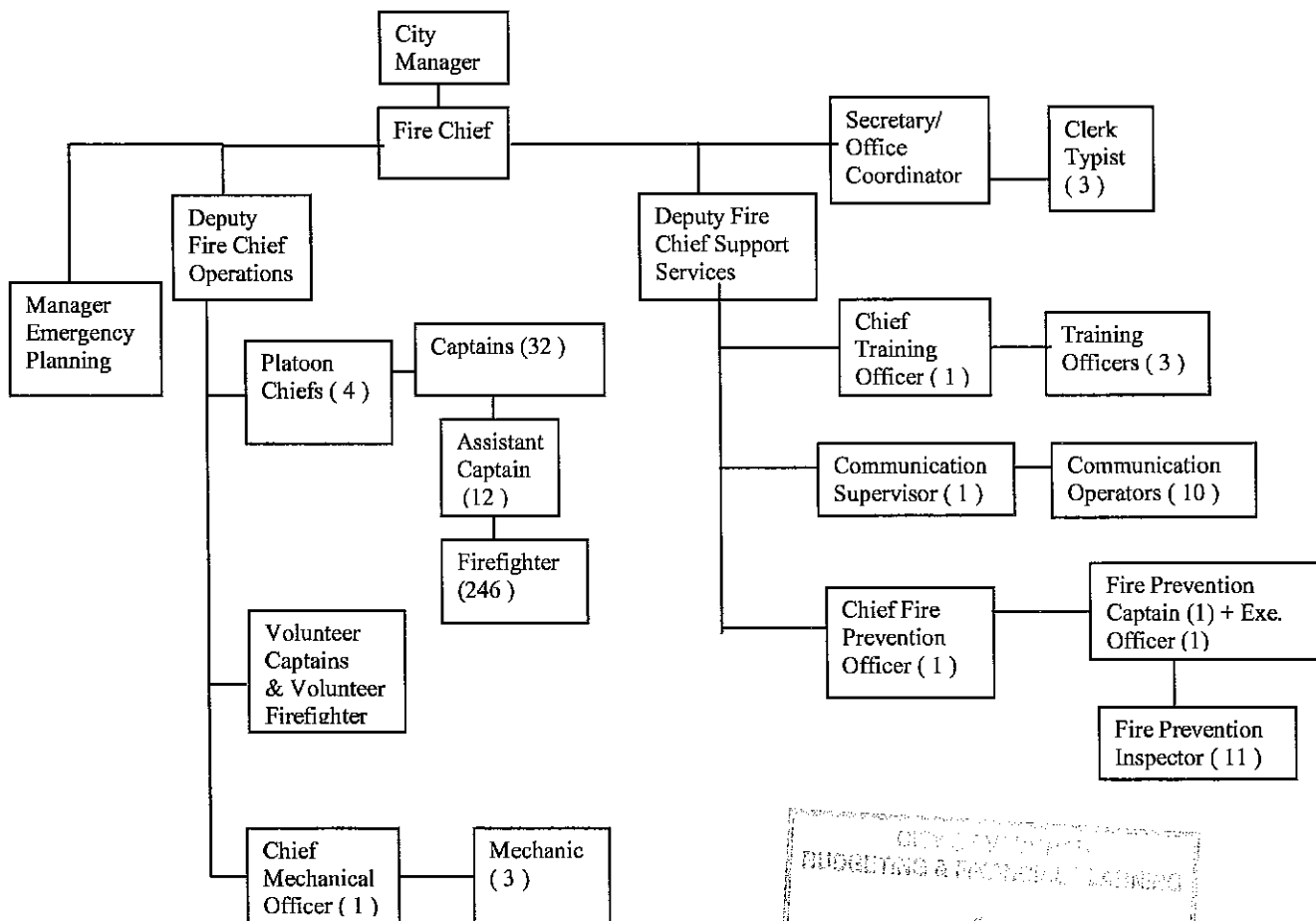
	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Account Inc/(Dec) Reallocati on		2011 Total Budget Variance		Budget 2012		2012 Account Inc/(Dec) Reallocati on		2012 Total Budget Variance	
								\$	\$	\$	\$	\$	\$	\$	\$
100001 - Fire & Rescue Services-Admin.															
Labour Accounts															
7010 Full Time	506,725	514,146	513,400	558,290	44,890	0	44,890	8,74%	8,74%	605,234	46,944	0	46,944	8,41%	
7017 Benefits	129,215	122,182	130,906	142,352	11,446	0	11,446	8,74%	8,74%	157,360	15,008	0	15,008	10,54%	
Labour Account Subtotal	635,940	636,328	644,306	700,642	56,336	0	56,336	8,74%	8,74%	762,594	61,952	0	61,952	8,84%	
Non Labour Accounts															
7100 Mileage	343	88	100	100	0	0	0	0,00%	0,00%	100	0	0	0	0,00%	
7103 407-ETR Toll Charges	0	0	96	95	(1)	0	(1)	-1,04%	-1,04%	95	0	0	0	0,00%	
7105 Memberships/Dues/Fees	915	993	750	750	0	0	0	0,00%	0,00%	750	0	0	0	0,00%	
7110 Meals & Meal Allowances	1,678	3,015	1,455	1,455	0	0	0	0,00%	0,00%	1,455	0	0	0	0,00%	
7115 Training & Development	0	0	984	985	1	0	1	0,10%	0,10%	985	0	0	0	0,00%	
7120 Telephone Charges	0	0	984	985	1	0	1	0,10%	0,10%	985	0	0	0	0,00%	
7122 Cellular Telephones	4,984	1,475	2,450	2,450	(1)	0	(1)	-0,04%	-0,04%	2,450	0	0	0	0,00%	
7125 Subscriptions/Publications	2,638	2,098	389	390	1	0	1	0,26%	0,26%	390	0	0	0	0,00%	
7130 Seminars & Workshops	396	1,222	2,729	2,730	1	0	1	0,04%	0,04%	2,730	0	0	0	0,00%	
7200 Office Supplies	4,654	4,483	4,890	4,890	0	0	0	0,00%	0,00%	4,890	0	0	0	0,00%	
7205 Computer Supplies	958	1,790	1,960	1,960	0	0	0	0,00%	0,00%	1,960	0	0	0	0,00%	
7210 Office Equip. & Furniture	0	0	1,325	1,325	0	0	0	0,00%	0,00%	1,325	0	0	0	0,00%	
7211 Computer Hardware/Software	1,498	1,796	5,341	5,340	(1)	0	(1)	-0,02%	-0,02%	5,340	0	0	0	0,00%	
7220 Copier/Fax Lease Charges	14,112	12,419	12,722	12,720	(2)	0	(2)	-0,02%	-0,02%	12,720	0	0	0	0,00%	
7222 Printing	352	0	0	0	0	0	0	0,00%	0,00%	0	0	0	0	0,00%	
7300 Protect. Clothing/Uniforms	3,733	2,023	2,900	2,900	0	0	0	0,00%	0,00%	2,900	0	0	0	0,00%	
7315 Preventative Mtce. A	14,874	13,522	8,532	8,530	(2)	0	(2)	-0,02%	-0,02%	8,530	0	0	0	0,00%	
7325 Janitorial Supplies	125	564	490	490	0	0	0	0,00%	0,00%	490	0	0	0	0,00%	
7330 Materials and Supplies	2,583	2,357	0	0	0	0	0	0,00%	0,00%	0	0	0	0	0,00%	
7335 Small Tools and Equipment	654	245	2,390	2,390	0	0	0	0,00%	0,00%	2,390	0	0	0	0,00%	
7345 Radio Operations	143	97	230	230	0	0	0	0,00%	0,00%	230	0	0	0	0,00%	
7410 Rental, Leases - Equipment	319	128	204	205	1	0	1	0,49%	0,49%	205	0	0	0	0,00%	
7520 Professional Fees	0	0	1,464	1,465	1	0	1	0,07%	0,07%	1,465	0	0	0	0,00%	
7550 Fire Prevention	7	4	0	0	0	0	0	0,00%	0,00%	0	0	0	0	0,00%	
7560 Gas/Diesel - Vehicles	16,737	12,947	4,501	7,355	2,854	0	2,854	63,41%	63,41%	7,350	235	0	235	3,20%	
7630 Wireless/Internet Commun.	1,926	1,639	2,001	2,000	(1)	0	(1)	-0,05%	-0,05%	2,000	0	0	0	0,00%	
7698 Grouped Expenses	16,596	33,583	32,206	32,205	(1)	0	(1)	0,00%	0,00%	32,205	0	0	0	0,00%	
7699 Sundry Expenses	12,329	7,793	12,295	12,295	0	0	0	0,00%	0,00%	12,295	0	0	0	0,00%	
7780 Trsf. to Reserves-Insurance	238,490	287,140	287,140	341,870	54,730	0	54,730	19,06%	19,06%	363,460	21,590	0	21,590	6,32%	
7785 Trsf. to Reserves-Other	6,530	6,530	6,530	6,530	0	0	0	0,00%	0,00%	6,530	0	0	0	0,00%	
Non Labour Account Subtotal	347,574	397,951	397,059	454,640	57,581	0	57,581	14,50%	14,50%	476,465	21,825	0	21,825	4,80%	
Total Expense	983,514	1,034,279	1,041,365	1,155,282	113,917	0	113,917	10,94%	10,94%	1,239,059	83,777	0	83,777	7,25%	
Net Total	983,514	1,034,279	1,041,365	1,155,282	113,917	0	113,917	10,94%	10,94%	1,239,059	83,777	0	83,777	7,25%	

BUSINESS OVERVIEW

Service Statement: (Describe the core responsibilities for your department)

The **Vaughan Fire & Rescue Service (VFRS)** with the continued support of Council and the strong direction of the City Manager, continues to be recognized in Ontario as leaders in emergency service. The 2011 commissioning of Fire Station 7-10 will improve the response capabilities in the North East Quadrant of the city. Our response strategies and programs are constantly under review in an effort to effectively manage the demands for emergency response service in our vibrant, growing community. The Operations Division provides a wide range of emergency services to the citizens of Vaughan including all fire response, emergency medical aid, hazardous materials response, motor vehicle extrication, confined space rescue, trench rescue and water/ice rescue. The Fire Prevention Division provides plans review, field inspections, fire investigation and public education services. The Fire Communications Division is first point of contact for customers requesting assistance through the 911 system. The Fire Training Division ensures that staff are provided with up-to-date knowledge and skills as well as managing the multitude of certifications & re-certifications. The Fire Mechanical Division ensures the entire fleet of VFRS readiness as well as offering a retail repair shop for other municipalities and manufacturers of fire apparatus.

Service Profile: (Provide the Organizational Chart for your department)



CITY OF VAUGHAN
 BUDGETING & FINANCIAL SERVICES
 SEP 29 2010
 RECEIVED

2011-12 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	4	4	4	4	0	0
Part Time	n.a	n.a	n.a	n.a	n.a	n.a
Overtime	n.a	n.a	n.a	n.a	n.a	n.a

Key Stakeholders: (detail major internal and external stakeholders who interact with the department—key people impacted and involved)

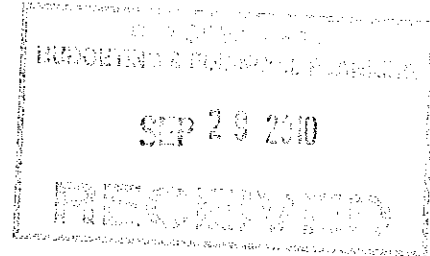
- Council, Senior Management Team, City Departments
- Residents, Visitors, Businesses
- York Regional Police, Ontario Provincial Police, Ontario Ministry of Health & Long Term Care
- Ontario Fire Marshal

2011-12 Business Plan

Work Plan

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

Pursue Excellence in Service Delivery
Enhance and Ensure Community Safety, Health & Wellness
Lead and Promote Environmental Sustainability
Value and Encourage a Highly Motivated Workforce
Attract, Retain and Promote Skilled Staff
Support the Professional Development of Staff
Enhance Productivity, Cost Effectiveness and Innovation



Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

Future pressures: anticipated retirement of some experienced staff, resulting in loss of expertise. Overall succession planning for the department.

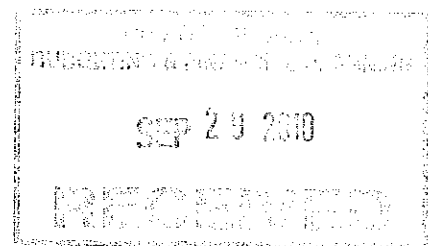
Opportunities: In 2011, the commissioning of Fire Station 7-10 will improve the response capabilities in the North East Quadrant of the city. Also the addition of the fully staffed aerial apparatus in service at Fire Station 7-3 has improved response capabilities in the western portion of the city and VFRS will continue to closely monitor its progress.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
1. Augment staff training and enhance level of service to the citizens of Vaughan through training programs like technical rescue and structural collapse training as well as standardized medical training/preparation for health pandemic, and CBRN rescue (Chemical, Biological, Radiological and Nuclear). Immediate and ongoing	2010	Ongoing	45% Operational Staff Complete
2. Develop a program for succession planning that will provide training, education and mentoring to VFRS employees to assist them in preparing for greater career growth and responsibilities. As such the succession planning takes into consideration of replacing "talent drain" attributed to retirement of some experienced staff	2010	Ongoing	Senior Command Team Enrolled 2 ND Phase Executive Dev. Junior Officer Program
3. Provide better organization, management and distribution of the fire safety public education (ongoing).	2010	Ongoing	30% Increase in Public Education Program

2011-12 Business Plan

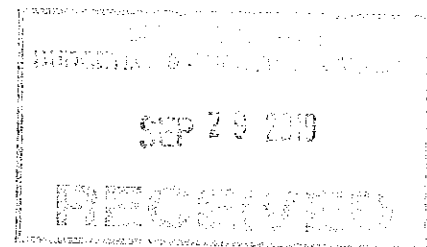
4. Ensure proper fire safety inspections are performed in the City and that all commercial/industrial occupancies are inspected on a regular basis (ongoing).	2010	Ongoing	Case Tracking Underway
5. Improve control, management, and distribution of the VFRS's materials, supplies, parts and other inventory (Council approval required, recommended by Internal Audit and the Master Fire Plan).	2010	Ongoing	Limited Improvement to Date Requires Staff
6. Ensure that all required training to maintain and expand the scope of service for the citizens of Vaughan is completed and delivered in a timely manner (ongoing).	2010	Ongoing	Tracking and Completion Rate Improved
7. Investigate and report on the feasibility of acquiring a fire training facility either as a partnership or a Vaughan-only project (ongoing).	2010	Ongoing	Under Review GTAA Partnership Explored
8. Commence construction of Fire Station 7-10 in the area of Dufferin Street and Teston Road for opening in 2010 (Council approval required).	2010	Ongoing	Approved By Council Aug/10 Tender
9. Recommend to Council and budget hiring 20 new firefighters, staffing the new Fire Station 7-10.	2010	Ongoing	50% Hired July, 19/10
10. Purchase land for relocating Fire Station 7-3.	2010	Ongoing	2011 Capital Project



2011-12 Business Plan

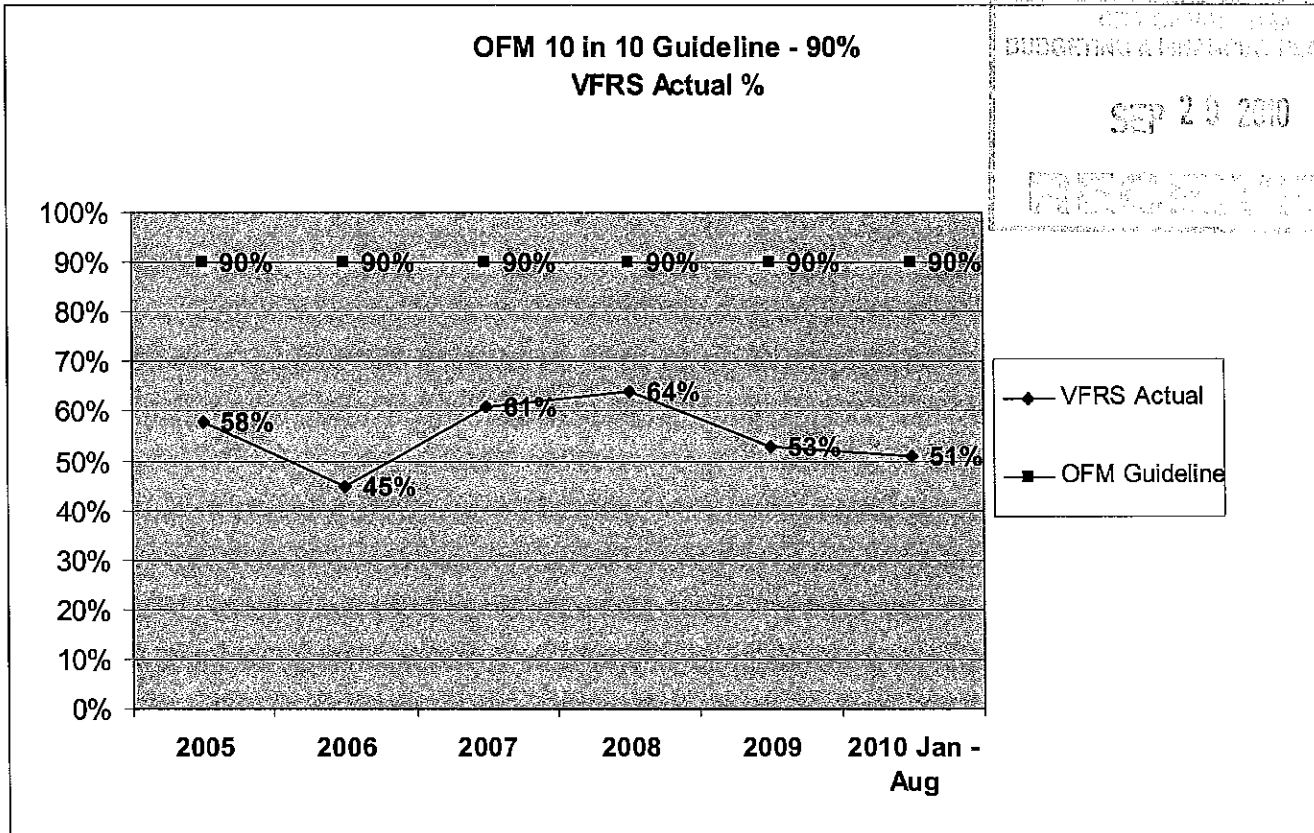
2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources, (Additional Resource Request) for each objective)

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Top 3 Objectives)			
Commission Stn. 7-10 and Complete Staffing.	2011	Improve response capabilities in the north east quadrant	Council Approval Required
Purchase Land for Stn. 7-3 and Design.	2011	Improve response capabilities in the west	Council Approval Required
Purchase Engine 751	2011	Improve response capabilities in the central area	Council Approval Required
2012 (Top 3 Objectives)			
Build Stn. 7-3	2012	Improve response capabilities in the west of the City	Council Approval Required
Staff Engine 751	2012	Improve response capabilities in the central area	Council Approval Required



2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)



BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

The key conclusion is that 10 in 10 standards requires improvement.

Failure to achieve 10 in 10 consistently elevates liability for City.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

Ontario Fire Marshal Public Fire Safety Guideline (PFSG) 04-08-12 – commonly know as “10 in 10” – recommended staffing for emergency response to benchmark fire conditions in a single family dwelling.

Ontario Fire Marshal Office response standard of 10 in 10 and NFPA 1710 are the only validated measurable response standard by which fire emergency services are measured in Ontario.

NFPA 1710 – standard for the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by career fire departments.

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

VFRS will need to improve OFM's 10 in 10 Guidelines to bench mark fire conditions in a single family dwelling.

The Office of the Fire Marshal of Ontario has identified the three lines of defence necessary to maintain public fire safety:

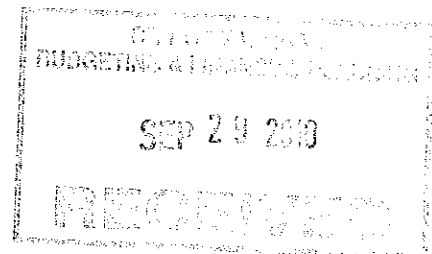
1. Public Education,
2. Ontario Fire Code Enforcement, and,
3. Emergency Response.

The Business Plan incorporates all three lines of defence and seeks to optimize the VFRS efforts in each area.

Because of the large investment required to support emergency response, VFRS is especially concerned with establishing a sound strategy for acquiring and deploying the necessary resources to accomplish the mission of optimal emergency response.

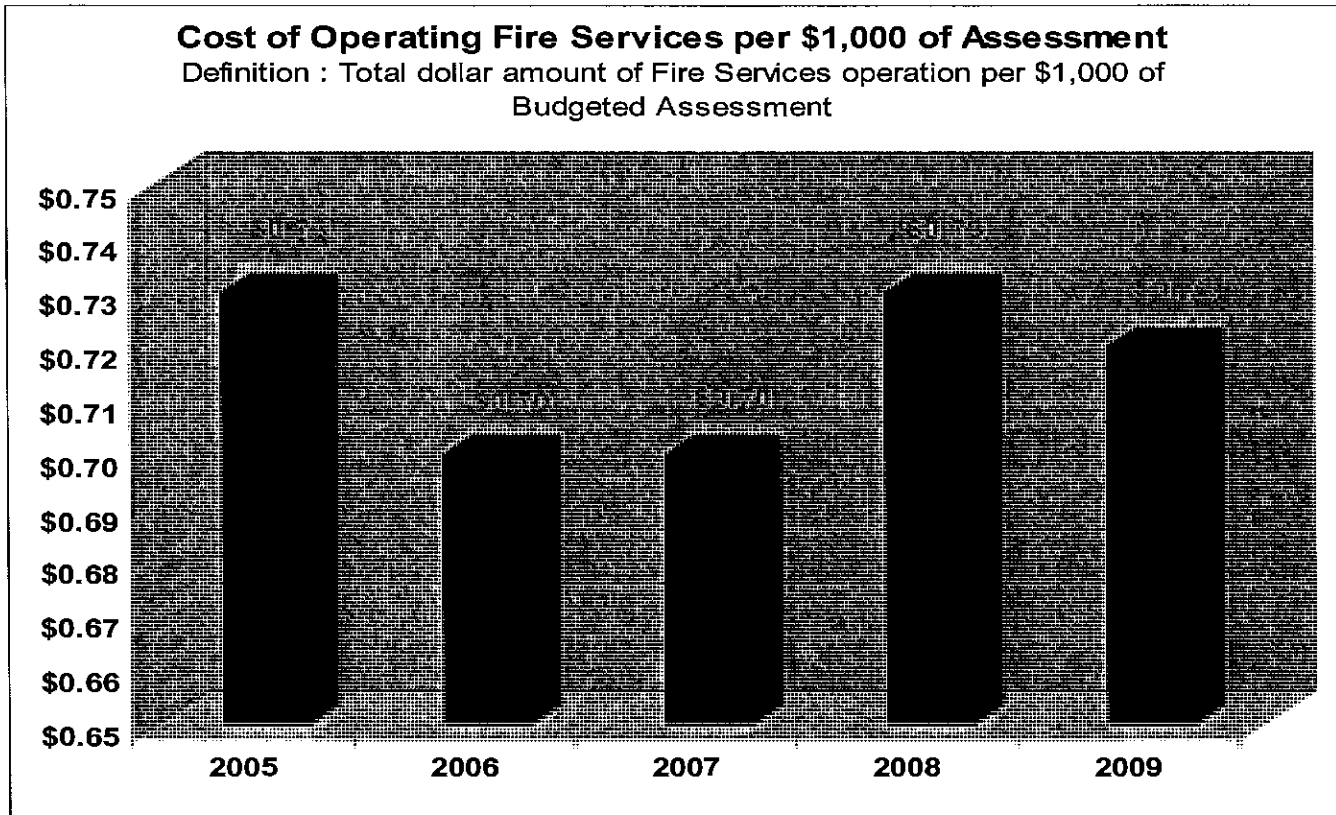
Only current, validated industry standards and measurement benchmarks are used as building blocks forming the basis for the VFRS Business Plan.

- Ontario Fire Marshal Public Safety Guideline (PFSG) 04-08-12 – commonly known as '10-in-10' - recommended staffing for emergency response to benchmark fire conditions in a single family dwelling
- NFPA 1710 – Standard for the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by career fire departments.
- NFPA 1221 – Standard for communication centre procedures specifies that emergency call processing and dispatching shall be completed within 90 seconds.
- Fire Underwriters Survey – evaluation of public fire protection & determination of required fire companies and personnel.
- Emergency Response Industry Best Practices.



2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)



BUSINESS OVERVIEW:

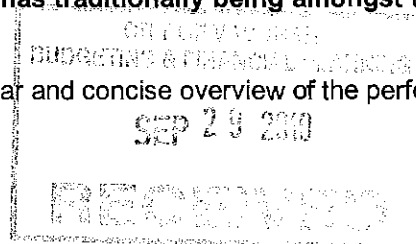
Key Conclusion: (What are some assumptions about the performance measure which should be stated)

Vaughan Fire and Rescue Service is fiscally well managed and compares favorably with like sized municipalities.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

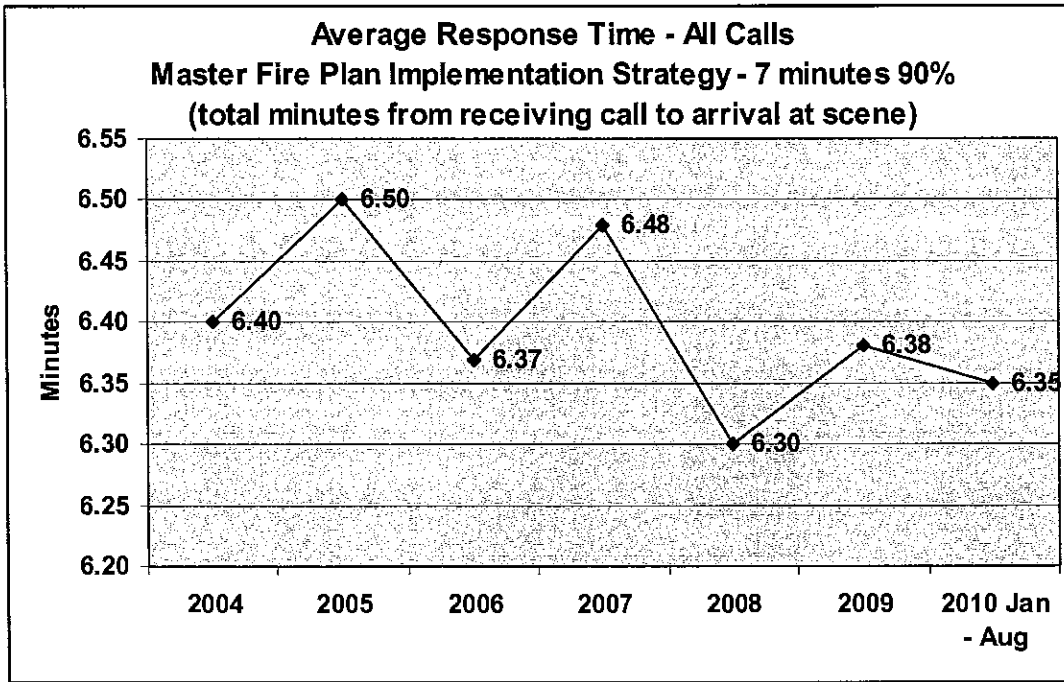
This is a common measurement tool utilized by the Province of Ontario to provide relative comparisons for municipal services. Vaughan Fire & Rescue Service has traditionally being amongst the lowest in the province

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)



2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012).



BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

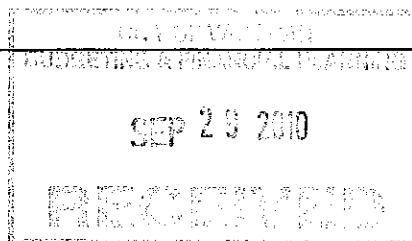
Achieved planned response time of 7 minutes as recommended in the Master Fire Plan Implementation Strategy adopted by Council on Feb. 24, 2009.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

VFRS will continue to monitor/analyze and ensure consistent emergency response time across the city.

Commissioner Sign-off



Sept 29 / 2010

Date (mm/dd/yy)

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Account Reallocation		2011 Total Budget Variance		Budget 2012	2012 Account Reallocation		2012 Total Budget Variance	
						Inc/(Dec)	Reallocati on	\$	%		Inc/(Dec)	Reallocati on	\$	%
100176 - Fire Communication														
Revenue														
3624 Fees from Other Municip.	(35,000)	(23,800)	(35,000)	(35,000)	0	0	0	0	0.00%	(35,000)	0	0	0	0.00%
Revenue	(35,000)	(23,800)	(35,000)	(35,000)	0	0	0	0	0.00%	(35,000)	0	0	0	0.00%
Labour Accounts														
7010 Full Time	692,230	722,488	732,524	818,339	85,815	0	85,815	11.71%	826,740	8,401	0	8,401	1.03%	
7012 Overtime	18,356	24,730	27,412	27,412	0	0	0	0.00%	27,412	0	0	0	0.00%	
7017 Benefits	181,200	163,423	193,779	209,141	15,362	0	15,362	7.93%	215,427	6,286	0	6,286	3.01%	
Labour Account Subtotal	891,786	910,641	953,715	1,054,892	101,177	0	101,177	10.61%	1,069,579	14,687	0	14,687	1.39%	
Non Labour Accounts														
7100 Mileage	493	874	1,500	1,500	0	0	0	0.00%	1,500	0	0	0	0.00%	
7105 Memberships/Dues/Fees	510	671	350	350	0	0	0	0.00%	350	0	0	0	0.00%	
7110 Meals & Meal Allowances	270	226	350	350	0	0	0	0.00%	350	0	0	0	0.00%	
7115 Training & Development	9,546	7,649	7,740	7,740	0	0	0	0.00%	7,740	0	0	0	0.00%	
7200 Office Supplies	1,624	2,324	1,760	1,760	0	0	0	0.00%	1,760	0	0	0	0.00%	
7205 Computer Supplies	405	568	384	384	0	0	0	0.00%	385	1	0	1	0.26%	
7210 Office Equip. & Furniture	3,102	1,597	5,240	5,240	0	0	0	0.00%	5,240	0	0	0	0.00%	
7211 Computer Hardware/Software	196	304	8,721	8,721	0	0	0	0.00%	8,720	(1)	0	(1)	-0.01%	
7220 Copier/Fax Lease Charges	2,783	3,067	588	588	0	0	0	0.00%	590	2	0	2	0.34%	
7300 Protect. Clothing/Uniforms	9,076	6,251	8,960	8,960	0	0	0	0.00%	8,960	0	0	0	0.00%	
7325 Janitorial Supplies	83	623	491	491	0	0	0	0.00%	490	(1)	0	(1)	-0.20%	
7330 Materials and Supplies	989	55	1,956	1,956	0	0	0	0.00%	1,955	(1)	0	(1)	-0.05%	
7335 Small Tools and Equipment	761	0	1,000	1,000	0	0	0	0.00%	1,000	0	0	0	0.00%	
7345 Radio Operations	93,909	181,080	122,940	238,240	115,300	0	115,300	93.79%	238,240	0	0	0	0.00%	
7699 Sundry Expenses	806	87	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7785 Trsf. to Reserves-Other	5,440	5,440	5,440	5,440	0	0	0	0.00%	5,440	0	0	0	0.00%	
Non Labour Account Subtotal	129,993	210,816	167,420	282,720	115,300	0	115,300	68.87%	282,720	0	0	0	0.00%	
Total Expense	1,021,779	1,121,457	1,121,135	1,337,612	216,477	0	216,477	19.31%	1,352,299	14,687	0	14,687	1.10%	

2011-12 Business Plan

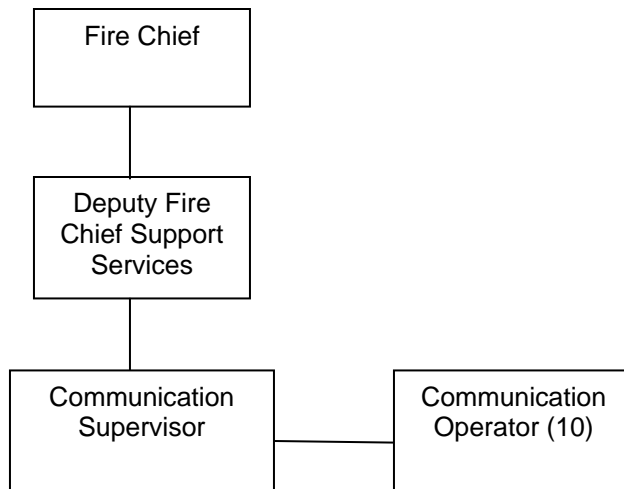
BUSINESS OVERVIEW

Service Statement:

FIRE COMMUNICATION DIVISION

The VFRS Communications Division is the vital link between people calling for emergency service and the resources to provide the necessary action to resolve the emergency. The Communications Division uses a state of the art Computer Aided Dispatch (CAD) system to enhance the ability to accurately and quickly dispatch fire apparatus to emergencies in Vaughan. The Communications Division works closely with the York Regional Police 9-1-1 centre, the Georgian Central Ambulance Communications Centre, and the surrounding municipal fire department communications centres in order to coordinate the emergency needs of the community. The VFRS is also contracted to provide emergency communications services to Township of King. All of Vaughan's fire communicators are certified by the Association of Public Safety Communications Operators (APCO) Institute.

Service Profile: (Provide the Organizational Chart for your department)



Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	10	11	11	11	0	2
Part Time	n.a	n.a.	n.a.	n.a	n.a.	n.a.
Overtime	\$29,730	\$28,430	\$25,586	\$25,586	Nil	Nil

2011-12 Business Plan

Key Stakeholders: (detail major internal and external stakeholders who interact with the department—key people impacted and involved)

- Council, Senior Management Team, City Departments
- Residents, Visitors, Businesses
- York Regional Police, Ontario Provincial Police
- Ontario Fire Marshal
- Georgian Central Ambulance Communications Centre
- Surrounding Municipal Fire Departments: Brampton, Toronto, King, Richmond Hill, Markham, New Tecumseh, Bradford-West Gwillimbury, Barrie
- 407 ETR
- York EMS
- South Simcoe Police
- Motorola

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

Pursue Excellence in Service Delivery
Value and Encourage a Highly Motivated Workforce
Attract, Retain and Promote Skilled Staff
Support the Professional Development of Staff
Enhance Productivity, Cost Effectiveness and Innovation
Enhance and Ensure Community Safety, Health and Wellness

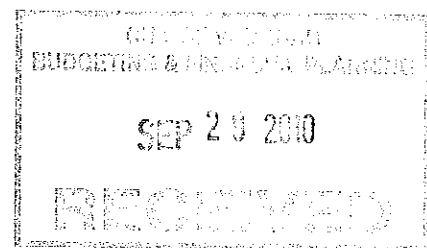
Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

Increasing Call Volumes as City continues to grow.

Seven 9-1-1 lines that need to be answered.

CAD needs upgrading with Versadex version 7.3

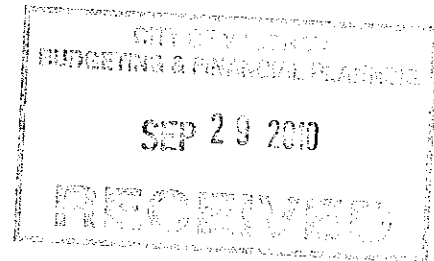
Introduction of new Mobile Display Terminals (MDT) in fire apparatus with Automatic Vehicle Locating technology.



2011-12 Business Plan

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	<u>Year</u>	<u>Status</u>	<u>Outcome/Results</u>
Aim to achieve 95% of incoming calls dispatched within 60seconds. Plan to perform better than NFPA standard when the new CAD system is fully operational	2010	ONGOING	49% Success rate for calls being dispatched in < 60 seconds
100% of time dispatched the correct type of fire apparatus	2010	ONGOING	98% Success rate
Significantly improve overall capability of VFERS Communication Division to manage multiple 911 emergency calls	2010	ONGOING	Additional Resources Required
NFPA 1221 (Communication) – standard for communication centre procedures specify that 95% of emergency call processing and dispatching shall be completed within 60 seconds.	2010	ONGOING	49% Success rate for calls being dispatched in < 60 seconds





Fire Communication Division

2011-12 Business Plan

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Top 3 Objectives)			
1. Improve Ability to Handle Sudden Flooding of 9-1-1 lines.	Q1 2011	Better Handling of 911 influx of calls during large emergencies	2 Additional Communications Operators
2. Fully Implement Mobile Display Terminals in Fire Apparatus	Q1 2011	AVL, Mapping in apparatus, Accurate communications	Resources approved in 2010
3. Implement Version 7.3 of Versadex software	Q2 2011	Enhanced and upgraded CAD	Training for Communications Operators on software
Test Radio Repeater in Platoon Chief's Vehicle	Q2 2011	Better portable radio reception in buildings	One radio repeater installed in Platoon Chief's vehicle
2012 (Top 3 Objectives)			
1. Enhance Use of Existing Technology (Versadex, Firehouse RMS)	Q1 2012	Full Benefits from Technology Features	Training for Communications Operators
2. Investigate Partnership with MTO and 407 ETR regarding Live Feed from Highway Cameras	Q2 2012	Real Time Information regarding Highway Conditions/Incident Location	Connection/Feed from MTO and 407 ETR
3. Phase 2 of MDT Implementation – RMS on MDTs	Q3 2012	Captains Able to Complete Reports in Real Time	Installation of Firehouse RMS licenses on MDTs and Training
Expand Radio Repeater Program (Phase 2)	Q2 2012	Better Portable Radio Reception in Buildings	Three Radio Repeaters installed in Fire Apparatus

2011-12
 BUDGETING & FINANCIAL SERVICES
 SEP 29 2010
 RECEIVED

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

NFPA 1221 (Communication) – standard for communication centre procedures specify that 95% of emergency call processing and dispatching shall be completed within 60 seconds

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

VFRS needs to improve on capability to manage multiple 911 emergency calls given that the new CAD system incorporates seven 911 lines which is based on the population for Vaughan.

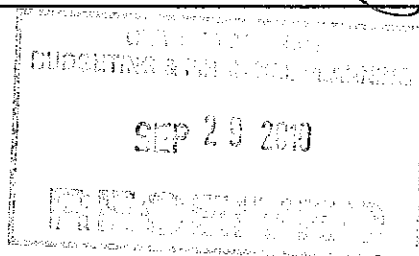
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

Emergency Communications is the core business of the Fire Communications Division and its performance directly impacts the ability of the VFRS to deliver its fire and rescue services. The performance of the Fire Communications Division counts for 16 % of the VFRS ability to reach its NFPA 1710 Standard and 10% of the effort to reach the OFM "10 in 10" standard.

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

The VFRS continues to attempt to provide the best performance possible in receiving calls for help and accurately and quickly dispatching the required resources to effectively deal with the emergency situation. By fully utilizing adequate staffing levels, providing training for staff, and maximizing the use of technology, the VFRS expects to be able to provide an excellent emergency communications service that will provide maximum service to the citizens of Vaughan.


Commissioner Sign-off




Date (mm/dd/yy)



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary 2011 - 2 Communication Operators
 Department FIRE AND RESCUE SERVICES Business Unit Name FIRE COMMU. - 100176 (If applicable)

Request Title 2 Communication Operators
Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	-	2.00	2.00	-	2.00
Net FTE's	-	2.00	2.00	-	2.00
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	-	153,561	153,561	-	153,561
Other continuous costs	-	1,200	1,200	-	1,200
One-time expenses	-	-	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ -	\$ 154,761	\$ 154,761	\$ -	\$ 154,761
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

2011 - 2 COMMUNICATION OPERATORS:
 Given that the number of 'Emergency Lines' supplied by Bell 9-1-1 is based on population figures for a municipality, VFRS Communications Division has experienced an increase from 3 'hot' lines to 7 'hot' lines in the past 2 years.

The current configuration of two (2) operators per shift in VFRS Communication Division has one communication operator functioning as a 'call-taker' to answer 9-1-1 lines and the second operator functioning as a 'dispatcher' handling actual radio communications with responding emergency apparatus.

During the initial stages of an emergency and most certainly when there is more than one emergency occurring at the same time, the 911 emergency lines may ring for a significant period of time before being answered given the current staffing assignment. The inherent delays in overall response to emergency situations presents a potentially significant liability for the City.

With the approval of this request, the shift scheduling of Communication Operators will be re-configured so that each team of operators would be assigned to and follow the work rotation of a specific operational platoon which would eliminate the inefficient shift rotation that is presently employed. Approval of this request will ensure that there is a minimum of two certified communication operators on duty 100% of the time and three certified operators on duty 60% of the time which will increase operational efficiency dramatically, minimize liability, and reduce overtime.

Milestones or Deliverables	Timelines	Comments
Fire Master Plan		To meet Ontario Fire Marshal's Standard "10 in 10" and NFPA 1710 Citywide

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

N/A

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	2 Communication Operators						
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:							
Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
				High	General Correlation	Service Excellence	Pursue Excellence in Service
* Select either - General Correlation or Mandatory for Success from drop box							
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
This request directly supports the City's goals of Pursue Excellence in Service Delivery as well as Enhance and Ensure Community Safety, Health & Wellness and build staff morale.							
3) Business Plan Link & Related Performance Indicators							
Please relate request to Department Business Plan							
When three Communications Operators are on duty, the operational effectiveness of the unit goes up and decreases the call handling time for receiving calls for assistance and dispatching apparatus to respond. This in turn reduces the overall time required for 10 firefighters to arrive at the scene of a fire (the 10 minute standard starts from the time the Communications Operator picks up the phone and ends when the 10th firefighter arrives at the fire scene). This will contribute to the goal of meeting the OFM guideline of 10 firefighters in 10 minutes and meet NFPA 1221 staffing standard.							
4) Benefits - Efficiencies & Effectiveness							
Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.							
The Platoon system with 3 Communications Operators per platoon and a minimum staffing of 2 on duty would reduce the amount of overtime paid per year by approximately 60%. The operational effectiveness of the on-duty staff would also be more effective with 3 Communications Operators on duty for a good deal of the time. And because the Communications Operators would work with the same Platoon all the time, there would be a consistent relationship that would lead to improved performance, trust and reliability.							
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
N/A							

Request Title	2 Communication Operators
Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.	

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

The public will benefit when there are three Communications Operators on duty, especially when there is a larger scale or back to back emergencies occurring in the city, because there will be a better response to emergency calls and less likelihood of "stacked" emergency calls waiting to be answered. The firefighters at fires and other emergencies will also benefit from a Health and Safety perspective because of the extra operational support from the better staffed Communications Division. The increase in the incoming "911" lines with the new CAD System provides a higher level of opportunity for the public to report emergencies. Three communication operators is an acceptable ratio for 7-"911" emergency lines.

Failure to approve the request would result in: continuing to operate using the inefficient float system, increasing overtime & disfunctional team environment.

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

Legislative/Regulatory Requirement

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

Please specify:
Specific Legislation (i.e.... Act/Regulation/etc.)

NFPA 1221: Standard for the Installation, Maintenance, and Use of Emergency Services Communications System

What are the compliance requirements?

Comments

Current status of compliance:

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments
Please describe the type and nature of risk
Emergency call taking and dispatch is a critical key in risk reduction for the VFRS

Probability of Risk Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:
Issues, Objectives, etc.

Possibility of emergency lines unanswered within 15 seconds as required by standard (NFPA 1221)

Current service level vs. target

Request Title	2 Communication Operators			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 Full-Yr. Adj.
REVENUE - continuous operating detail				
1	N/A			
2				
3				
4				
Subtotal		-	-	-
REVENUE - one-time operating detail				
1	N/A			
2				
Subtotal		-	-	-
EXPENSES - continuous operating detail (For staffing costs please fill out section 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	121,874
2	* Benefits	(See sect. 8&9)	-	31,687
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	1,200
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		-	154,761	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-
2	<blank>			
3	<blank>			
Subtotal		-	-	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		-	154,761	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1				
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	-	2.00	
FTE's	(calculated field - sect. 8&9)	-	2.00	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	-	2.00	

Request Title	2 Communication Operators			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
8) 2011 Complement Details				
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.				
2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				
2011 Complement Annual Cost Detail				
Annual full-time \$75,840* 70%*2 = \$(2*53,088)				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)		-	-	-
* Annual benefits (calculated field)		-	-	-
* FT contract benefits in lieu (calculated field)		-	-	-
Subtotal	\$	- \$	- \$	- \$
Continuous costs	(BU & Acct #.)			
1) Training (\$500*2)	100176.7115			-
2) Office Supplies \$100/Staff	100176.7200			-
3)				-
4)				-
Subtotal	\$	- \$	- \$	- \$
One-time costs	(BU & Acct #.)			
1)			-	-
2)			-	-
3)			-	-
Subtotal		-	-	-
Total 2011 Complement Annual Costs	\$	- \$	- \$	- \$
Additional Comments:				

Request Title	2 Communication Operators			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
9) 2012 Complement Details				
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.				
2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	2 Communication Operators			
Estimated start date	1/1/2011			
# of positions requested	2.00			2.00
Full-time equivalents (FTEs)	2.00			2.00
Position type	Full-time			
Position agreement classification	VPFFA -Fire			
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #	100176.7010/7017			
Grade level	Communication Operators			
Est. starting step				
2012 Complement Annual Cost Detail				
Annual full-time \$	121,874			121,874
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	31,687	-	-	31,687
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 153,561	\$ -	\$ -	\$ 153,561
Continuous costs	(BU & Acct #)			
1) Training (\$500*2)	100176.7115	1,000		1,000
2) Office Supplies \$100/Staff	100176.7200	200		200
3) <blank>				-
4) <blank>				-
Subtotal	\$ 1,200	\$ -	\$ -	\$ 1,200
One-time costs	(BU & Acct #)			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal	-	-	-	-
Total 2012 Complement Annual Costs	\$ 154,761	\$ -	\$ -	\$ 309,522
Additional Comments:				

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011		2011 Total Budget		Budget 2012	2012		2012 Total Budget		
				Budget 2011	2011 Inc/(Dec) Reallocati on	2011 Inc/(Dec) Reallocati on	Variance		2012 Inc/(Dec) Reallocati on	Variance			
				\$	\$	\$	\$	\$	\$	\$	\$	%	%
100177 - Fire Mechanical													
Revenue													
3618 Dept. Misc. Revenues	(76,762)	(75,113)	(10,365)	(30,000)	(19,635)	(19,635)	189.44%	(30,000)	0	0	0	0.00%	0.00%
Revenue	(76,762)	(75,113)	(10,365)	(30,000)	(19,635)	(19,635)	189.44%	(30,000)	0	0	0	0.00%	0.00%
Labour Accounts													
7010 Full Time	326,292	363,279	374,749	379,305	4,556	4,556	1.22%	381,743	2,438	0	2,438	0.64%	0.64%
7012 Overtime	10,784	11,362	184	184	0	0	0.00%	184	0	0	0	0.00%	0.00%
7017 Benefits	85,955	82,279	95,588	96,725	1,137	1,137	1.19%	99,253	2,528	0	2,528	2.61%	2.61%
Labour Account Subtotal	423,031	456,920	470,521	476,214	5,693	5,693	1.21%	481,180	4,966	0	4,966	1.04%	1.04%
Non Labour Accounts													
7100 Mileage	0	9	320	320	0	0	0.00%	320	0	0	0	0.00%	0.00%
7105 Memberships/Dues/Fees	396	314	100	100	0	0	0.00%	100	0	0	0	0.00%	0.00%
7110 Meals & Meal Allowances	0	253	350	350	0	0	0.00%	350	0	0	0	0.00%	0.00%
7115 Training & Development	1,508	929	2,640	2,640	0	0	0.00%	2,640	0	0	0	0.00%	0.00%
7122 Cellular Telephones	703	0	489	489	0	0	0.00%	490	1	0	1	0.20%	0.20%
7125 Subscriptions/Publications	120	50	50	50	0	0	0.00%	50	0	0	0	0.00%	0.00%
7130 Seminars & Workshops	0	791	1,572	1,572	0	0	0.00%	1,570	(2)	0	(2)	-0.13%	-0.13%
7200 Office Supplies	73	100	490	490	0	0	0.00%	490	0	0	0	0.00%	0.00%
7205 Computer Supplies	0	0	384	384	0	0	0.00%	385	1	0	1	0.26%	0.26%
7210 Office Equip. & Furniture	8,905	311	3,960	3,960	0	0	0.00%	3,960	0	0	0	0.00%	0.00%
7211 Computer Hardware/Software	550	2,953	2,450	2,450	0	0	0.00%	2,450	0	0	0	0.00%	0.00%
7220 Copier/Fax Lease Charges	2,777	3,204	200	200	0	0	0.00%	200	0	0	0	0.00%	0.00%
7300 Protect. Clothing/Uniforms	4,985	4,617	2,192	2,192	0	0	0.00%	2,190	(2)	0	(2)	-0.09%	-0.09%
7310 General Mtce.	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	0.00%
7315 Preventative Mtce. A	23,313	17,466	17,712	19,535	1,823	1,823	10.29%	19,640	105	0	105	0.54%	0.54%
7325 Janitorial Supplies	3,380	1,063	984	984	0	0	0.00%	985	1	0	1	0.10%	0.10%
7330 Materials and Supplies	80,517	121,387	58,732	58,732	0	0	0.00%	58,730	(2)	0	(2)	0.00%	0.00%
7335 Small Tools and Equipment	27,364	22,036	24,471	24,471	0	0	0.00%	24,470	(1)	0	(1)	0.00%	0.00%
7345 Radio Operations	281	357	120	120	0	0	0.00%	120	0	0	0	0.00%	0.00%
7410 Rental, Leases - Equipment	258	60	0	0	0	0	0.00%	0	0	0	0	0.00%	0.00%
7550 Fire Prevention	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	0.00%
7560 Gas/Diesel - Vehicles	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	0.00%
7698 Grouped Expenses	51	0	0	0	0	0	0.00%	0	0	0	0	0.00%	0.00%
7699 Sundry Expenses	404	2,223	0	0	0	0	0.00%	0	0	0	0	0.00%	0.00%
7700 Chgs. from Other Depts.	0	0	3,108	3,108	0	0	0.00%	3,110	2	0	2	0.06%	0.06%
7785 Trsf. to Reserves-Other	10,870	10,870	10,870	10,870	0	0	0.00%	10,870	0	0	0	0.00%	0.00%
7791 Trsf. to Capital	(3,000)	(2,040)	0	0	0	0	0.00%	0	0	0	0	0.00%	0.00%
Non Labour Account Subtotal	163,455	186,953	131,194	133,017	1,823	1,823	1.39%	133,120	103	0	103	0.08%	0.08%
Total Expense	586,486	643,873	601,715	609,231	7,516	7,516	1.25%	614,300	5,069	0	5,069	0.83%	0.83%
Net Total	509,724	568,760	591,350	579,231	(12,119)	(12,119)	-2.05%	584,300	5,069	0	5,069	0.88%	0.88%

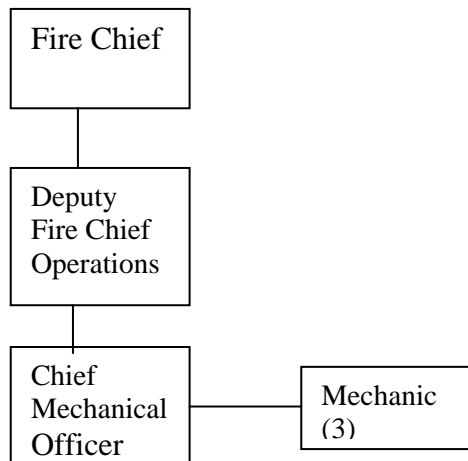
2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement: (Describe the core responsibilities for your department)

The Mechanical Division keeps all emergency firefighting apparatus/equipment in prime operationally ready condition using NFPA guidelines as our benchmark. It is extremely important to the Mechanical Division that our firefighters have the utmost confidence in our front line machines and can count on that reliability without hesitation. As such it is imperative that continuous testing and maintenance is conducted throughout the year on all equipment. The Mechanical Division attended multiple Emergency Vehicle Technician courses throughout the year in an effort to keep all of our staff current with the rapidly changing, dynamic industry and the higher standards of maintenance that our service demands and complement the generally accepted fire industry standards complying NFPA standards i.e. 1911, 1914, 1915 & 1932. The Division continues to provide both in-shop and mobile mechanical service for a number of our Regional Emergency Service partners as well as a warranty repair depot for major fire service equipment suppliers and manufacturers.

Service Profile: (Provide the Organizational Chart for your department)



Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	4	4	4	4	1	0
Part Time	n.a	n.a	n.a	n.a	n.a	n.a
Overtime	\$500	\$190	\$170	\$170	/	/

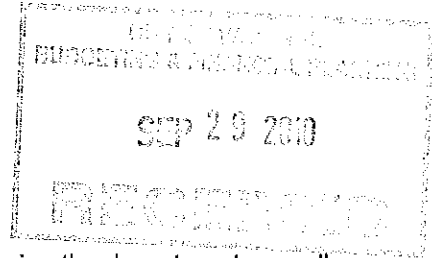
Key Stakeholders: (detail major internal and external stakeholders who interact with the department—key people impacted and involved)

VFRS divisions: Fire Administration, Fire Prevention, Fire Operations, Fire Training; and manufacturers of fire apparatus; Peer fire departments; York Regional Police; Emergency Planning; Emergency Management Ontario.

Work Plan

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

- Pursue Excellence in Service Delivery
- Value and Encourage a Highly Motivated Workforce
- Attract, Retain and Promote Skilled Staff
- Support the Professional Development of Staff
- Enhance Productivity, Cost Effectiveness and Innovation



Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

The growth of the fire fleet, and increasing demand on unscheduled repairs due to call volume increase challenge the efficiency and effectiveness of the existing three full-time mechanics and one chief mechanical officer. In-house workload is compounded by repair requests by peer departments.

The Mechanical Division continues to exceed the budgeted retail revenue while completing in-house work on time.

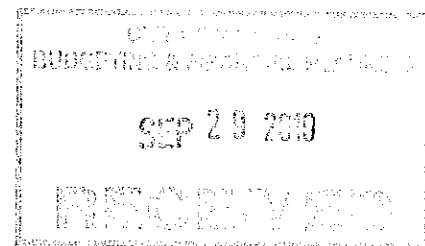
Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	<u>Year</u>	<u>Status</u>	<u>Outcome/Results</u>
1. In 2010 Continue to maintain and improve 90% maintenance of VFRS fleet; and at the same time continue to generate retail revenue.	2010	Ongoing	To July, 2010 74% Achievement Rate
2. In 2010 continue to conduct pump tests and non destructive ladder tests as per manufacturers' guidelines	2010	Ongoing	Completed as Scheduled
3. In 2010 continue to manage VFRS clothing & SCBA & acquire commercial vehicle maintenance program	2010	Ongoing	Requires Staff (Quarter Master)
4. Target 1st quarter in 2010 ensure that the new Command Vehicle will achieve 100% operational functions.	2010	Ongoing	Complete
5. In 1 st quarter 2010 complete final specifications & criteria for the new engine/pumper for Fire Station 7-10.	2010	Ongoing	Complete

2011-12 Business Plan

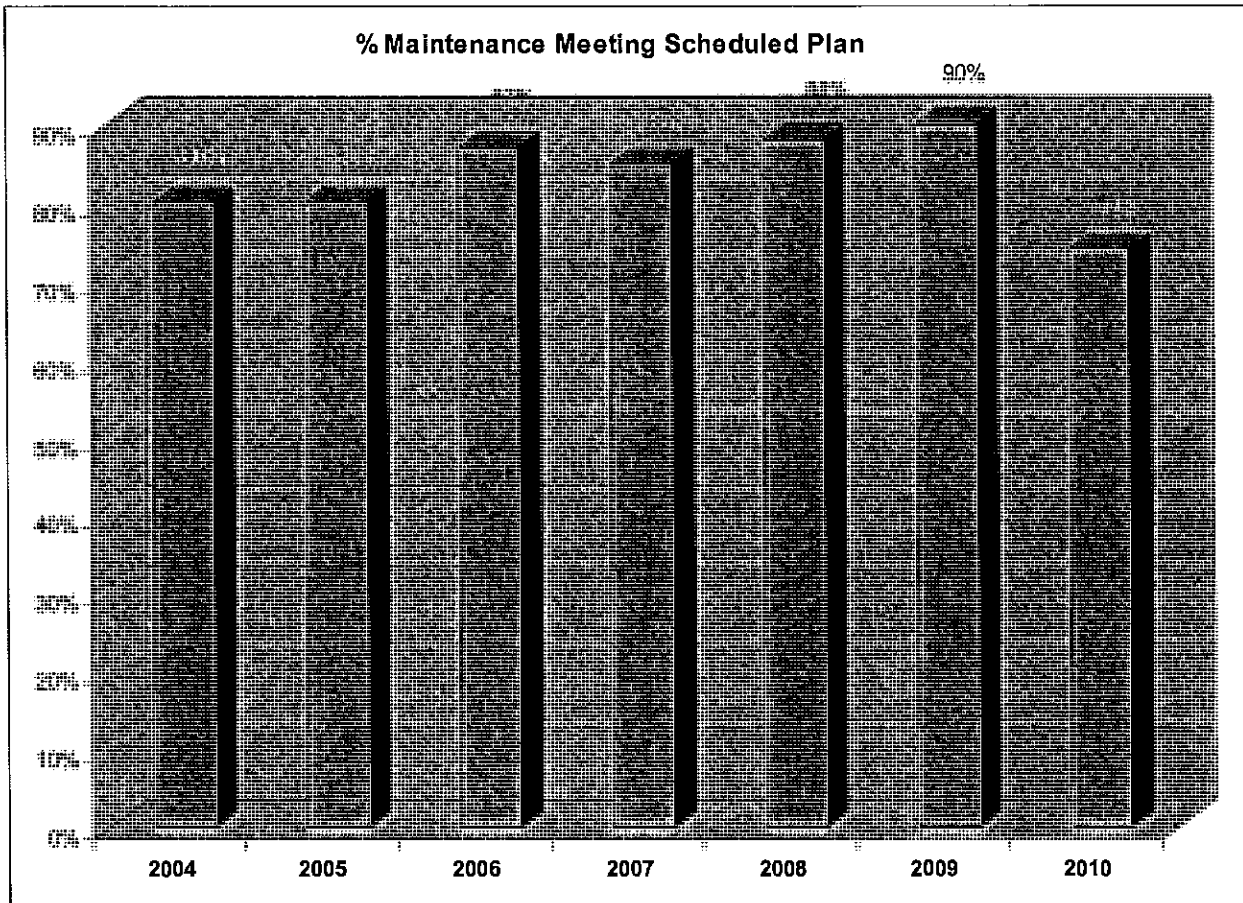
2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Top 3 Objectives)			
Improve Ability to Achieve 90% Maintenance Goal	2011	Ensure operational readiness	Requires Staff Mechanic (EVT)
Improve ability to Manage Protective Clothing Inventory, SCBA inventory, Station Supplies and Parts.	2011	Ensure more timely supply chain	Requires Staff (Quarter Master)
Fully Refurbish Aerial 7968	2011	Extend life cycle	Capital Project
2012 (Top 3 Objectives)			
Fleet Maintenance Program	2012	Elevate efficiency	Complete Research Purchase Program
Full Refurbish Unit# 7965	2012	Extend life cycle	Capital Project
Full Refurbish Unit# 7967	2012	Extend life cycle	Capital Project



2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)



CITY OF VAUGHAN
 BUDGETING & FIN. COMM. STAFF
 sep 29 2010
 PREPARED BY

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

Failed to achieve 90% maintenance target as scheduled by the annual maintenance master plan. Rationale for achieving less than 100% maintenance of VFRS fleet included, (1) mechanics devoted time to perform unscheduled work and stocking/re-stocking & ordering parts, SCBA maintenance and repair, protective clothing program and related inventory; (2) revenue has decreased and will continue to decrease due to limited available Mechanic's time.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

The Mechanical Division has not been able to meet 90% of the maintenance targets and conduct tests and repair on pumps and non destructive ladder while performing unscheduled/drive-in work for VFRS fleet and peers.

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

Acquisition of a computerized vehicle maintenance program will lead to improvement.

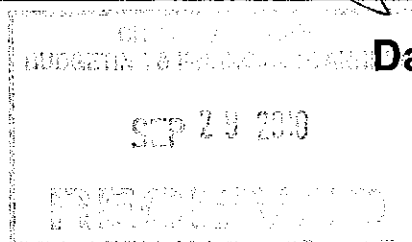
This is recommended that one additional full-time Mechanic (EVT) be added to improve the ability to achieve 90% maintenance target. A Full Time stores person (Quarter Master) be added in 2011 to manage the protective clothing program, parts inventory, station supplies and general inventory control.



Commissioner Sign-off



Date (mm/dd/yy)





**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary 2011 - 1 EVT MECHANIC

Department FIRE AND RESCUE SERVICES **Business Unit Name** FIRE MECHANIC -100177 (if applicable)

Request Title 2011 - 1 EVT MECHANIC

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	81,574	-	81,574	-	81,574
Other continuous costs	100	-	100	-	100
One-time expenses	-	-	-	-	-
Offsets/reductions	(25,000)	-	(25,000)	-	(25,000)
Net Operating Budget	\$ 56,674	\$ -	\$ 56,674	\$ -	\$ 56,674
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

2011 - 1 EVT MECHANIC:

As the VFRS response fleet expands, it is necessary to hire a mechanic to meet the demands. The VFRS requests approval of one Mechanic in order for the Mechanical Division to achieve the engineered and standardized levels of repair, maintenance, and refurbishment for critical fire and emergency vehicles and related equipment.

In 2011, Annual Vehicle Maintenance Master Plan (AVMMP) supports 6,161 mechanic-labour hours. This is equivalent to the working time of 4 full-time mechanics for the repair, maintenance and refurbishment of the existing 55 fire vehicles. Each vehicle categorized as heavy duty is scheduled to meet a 4-level maintenance and quality control plan through out the year.

The fire mechanical engineering and trade practice endorsed by a majority of mechanical operations in Canada and U.S.A for fire fleet maintenance utilizes the ratio of 15 vehicles to 1 full-time mechanic. In our case, 55 existing vehicles require 4 full-time mechanics.

It should be noted that in 2011 as planned by the Master Fire Plan Implementation Strategy, a new Fire Engine Pumper will be added to the existing fleet of 55 vehicles. It is expected that the new Pumper will add an additional 102 mechanic's hours to the AVMMP.

Milestones or Deliverables	Timelines	Comments
Fire Master Plan & Annual Vehicle Maintenance Master Plan (AVMMP)	01/01/2011	Industry standards in Canada for fire fleet maintenance is a ratio of 15 vehicles to 1 full-time mechanic.

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

N/A

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	2011 - 1 EVT MECHANIC
----------------------	------------------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
				High	General Correlation	Service Excellence	Pursue Excellence in Service

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

This request directly supports the City's goals of Pursue Excellence in Service Delivery, Maintain Assets, Enhance Productivity, Cost Effectiveness, Innovation and as well as Enhance and Ensure Community Safety. The Master Fire Plan implementation Strategy received by Council in 2009 has planned to hire fourth mechanic in 2011

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

In VFRS 2011 Business Plan the number one priority remains to ensure that the Mechanical Division keeps all emergency firefighting apparatus/equipment in prime operationally ready condition using NFPA Guidelines as benchmark. This practice is in-line with Vaughan Vision 2020's "Pursue Excellence in Service Delivery."

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

The Mechanical Division utilizes Annual Vehicle Maintenance Master Plan (AVMMP) to ensure that each and every vehicle is in working condition at all times and ready to respond to emergency calls, 24 hours a day and 7 days a week. The AVMMP is designed to conform with (a) vehicle MTO safety regulations/certification of the Province of Ontario and Fire Marshal Guidelines; (b) NFPA for repairing, maintaining, and refurbishing of all fire vehicles; and (c) manufactures' warranty programs. In addition to the scheduled maintenance, repair, and refurbishment plans, the Mechanical Division on a daily basis provides "drop everything and repair" immediate service to all fire vehicles for any unscheduled repair requests due to emergency requirements as well as unforeseen equipment and mechanical disruptions. In addition to above mentioned short term maintenance, repair, and refurbishment of all fire vehicles and related apparatus/equipment, it includes the longer term mechanical engineering-application with a view to ensure that each fire vehicle's life cycle is consistently maintained to the optimal level to achieve the expected return of capital investment.

Staff are experiencing difficulty outsourcing general mechanical and engineering work, particularly as it relates to high-tech know-how, timing and efficiency. In-house fulltime mechanics are trained and managed to properly maintain the continuity, consistency, efficiency and effectiveness of work performed on each vehicle of the fire fleet.

5) Alternatives

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

N/A

Request Title	2011 - 1 EVT MECHANIC
----------------------	------------------------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

From a Cost Effectiveness, increased Productivity and Asset Maintenance perspective, the addition of a mechanic will offset cost associated with utilizing outside expertise, provide consistent and reliable service as per NFPA and Province of Ontario OFM guidelines and meet requirements for manufacturers' warranty program. Failure to approve this request will result in not maintaining vehicles and related apparatus/equipment to achieve the expected return on capital investment and greatly affect the ability to meet emergency service demands by Vaughan residents.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

MTO Vehicle safety regulations-certification/ Ont. Occupational Health Safety Act / Fire Marshal Guidelines; NFPA 1901, 1911 1912, 1914, 1915 & 1932 for repairing, maintain, and refurbishing of all fire vehicles/ and Manufacturers' Warranty Programs.

What are the compliance requirements?

Comments

Operationally Safe, Certified Emergency Vehicles are Mandatory.

Current status of compliance:

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

Ensure operationally ready and certified emergency vehicles are ready at all times to meet the City's emergency needs.

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Failure to provide timely, effective response in mechanically safe, certified emergency response vehicles may result in serious injuries, escalated fire loss & overall public dissatisfaction.

Current service level vs. target

Request Title		2011 - 1 EVT MECHANIC			
7) Financial/Resource Detail					
Component		BU Acct. #	2011 Budget Change	2012	2013 Full-Yr. Adj.
REVENUE - continuous operating detail					
1	N/A				
2					
3					
4					
Subtotal			-	-	-
REVENUE - one-time operating detail					
1	N/A				
2					
Subtotal			-	-	-
EXPENSES - continuous operating detail (For staffing costs please fill out section 8 & 9)					
1	* Staffing costs (calculated field)	(See sect. 8&9)	64,999	-	
2	* Benefits	(See sect. 8&9)	16,575	-	
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	100	-	
4	<blank>				
5	<blank>				
6	<blank>				
7	<blank>				
Subtotal			81,674	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)					
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-	-
2	<blank>				
3	<blank>				
Subtotal			-	-	-
OFFSETS - cost savings, reductions, etc					
1	Using outside expertise		(25,000)		
2	<blank>				
3	<blank>				
Subtotal			(25,000)	-	-
TOTAL OPERATING BUDGET CHANGE			56,674	-	-
ASSOCIATED CAPITAL FUNDING		Proj. #			
1					
2	<blank>				
3	<blank>				
TOTAL ASSOCIATED CAPITAL FUNDING			-	-	-
COMPLEMENTS & FTE's					
# of positions requested	(calculated field - sect. 8&9)		1.00	-	
FTE's	(calculated field - sect. 8&9)		1.00	-	
FTE reductions/offsets	(Manual Field)		-	-	
Net FTE's	(calculated field - sect. 8&9)		1.00	-	

Request Title	2011 - 1 EVT MECHANIC
---------------	-----------------------

8) 2011 Complement Details

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.

2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	1 EVT MECHANIC			1Position
Estimated start date <small>(dd-mm-yy to dd-mm-yy)</small>	1/1/2011			
# of positions requested	1.00			
Full-time equivalents (FTEs)	1.00			
Position type	Full-time			
Position agreement classification	VPFFA - Fire			
If contract, specify term <small>(dd-mm-yy to dd-mm-yy)</small>				
Business unit # and object code	100177.7010/7017			
Grade level	MECHANIC			
Est. starting step				

2011 Complement Annual Cost Detail

Annual full-time \$(1*75,840*80%)	\$ 64,999			64,999
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay <i>(calculated field)</i>		-	-	-
* Annual benefits <i>(calculated field)</i>	16,575		-	16,575
* FT contract benefits in lieu <i>(calculated field)</i>			-	-
Subtotal	\$ 81,574	\$ -	\$ -	\$ 81,574

Continuous costs	(BU & Acct #.)				
1) Office Supplies @\$100/Staff	100177.7200	100			100
2)					-
3)					-
4)					-
Subtotal		\$ 100	\$ -	\$ -	\$ 100

One-time costs	(BU & Acct #.)				
1)					-
2)					-
3)					-
Subtotal		-	-	-	-

Total 2011 Complement Annual Costs	\$ 81,674	\$ -	\$ -	\$ 81,674
---	------------------	-------------	-------------	------------------

Additional Comments:

Request Title	2011 - 1 EVT MECHANIC
---------------	-----------------------

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay <i>(calculated field)</i>	-	-	-	-
* Annual benefits <i>(calculated field)</i>	-	-	-	-
* FT contract benefits in lieu <i>(calculated field)</i>	-	-	-	-
Subtotal	\$	-	\$	-

Continuous costs	<i>(BU & Acct #.)</i>				
1)					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$	-	\$	-

One-time costs	<i>(BU & Acct #.)</i>				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$	-	\$	-	\$	-
---	-----------	----------	-----------	----------	-----------	----------

Additional Comments:

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Account Reallocation		2011 Total Budget Variance		Budget 2012	2012 Account Reallocation		2012 Total Budget Variance	
				Budget 2011	Budget 2011	Inc/(Dec)	Reallocation	\$	%		Inc/(Dec)	Reallocation	\$	%
100178 - Fire Prevention														
Revenue														
3574 Rev. from Recover. Expenses	(2,517)	919	(5,000)	(5,000)	0	0	0	0	0.00%	(5,000)	0	0	0	0.00%
3618 Dept. Misc. Revenues	(43,785)	(37,449)	(33,260)	(33,260)	0	0	0	0	0.00%	(33,260)	0	0	0	0.00%
Revenue	(46,302)	(86,530)	(38,260)	(38,260)	0	0	0	0	0.00%	(38,260)	0	0	0	0.00%
Labour Accounts														
7010 Full Time	1,102,040	1,199,803	1,286,439	1,336,979	50,540	0	50,540	0	3.93%	1,357,156	20,177	0	20,177	1.51%
7012 Overtime	5,142	10,997	3,426	3,426	0	0	0	0	0.00%	3,426	0	0	0	0.00%
7017 Benefits	282,331	265,991	328,858	340,930	12,072	0	12,072	0	3.67%	352,861	11,931	0	11,931	3.50%
Labour Account Subtotal	1,389,513	1,476,791	1,618,723	1,681,335	62,612	0	62,612	0	3.87%	1,713,443	32,108	0	32,108	1.91%
Non Labour Accounts														
7100 Mileage	350	176	1,390	1,390	0	0	0	0	0.00%	1,390	0	0	0	0.00%
7105 Memberships/Dues/Fees	1,573	1,851	1,630	1,630	0	0	0	0	0.00%	1,630	0	0	0	0.00%
7110 Meals & Meal Allowances	358	305	475	475	0	0	0	0	0.00%	475	0	0	0	0.00%
7115 Training & Development	5,463	9,666	9,899	9,899	0	0	0	0	0.00%	9,900	1	0	1	0.01%
7122 Cellular Telephones	4,329	3,962	6,500	6,500	0	0	0	0	0.00%	6,500	0	0	0	0.00%
7125 Subscriptions/Publications	579	1,435	2,000	2,000	0	0	0	0	0.00%	2,000	0	0	0	0.00%
7130 Seminars & Workshops	3,843	37	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7200 Office Supplies	3,352	3,021	1,959	1,959	0	0	0	0	0.00%	1,960	1	0	1	0.05%
7205 Computer Supplies	587	609	860	860	0	0	0	0	0.00%	860	0	0	0	0.00%
7210 Office Equip. & Furniture	0	2,464	5,820	5,820	0	0	0	0	0.00%	5,820	0	0	0	0.00%
7211 Computer Hardware/Software	759	3,066	12,301	12,301	0	0	0	0	0.00%	12,300	(1)	0	(1)	-0.01%
7220 Copier/Fax Lease Charges	0	0	780	780	0	0	0	0	0.00%	780	0	0	0	0.00%
7300 Protect. Clothing/Uniforms	14,377	9,446	12,979	12,979	0	0	0	0	0.00%	12,980	1	0	1	0.01%
7315 Preventative Mtce. A	45,701	24,062	38,568	42,011	3,443	0	3,443	0	8.93%	42,555	544	0	544	1.29%
7330 Materials and Supplies	5,860	1,249	2,940	2,940	0	0	0	0	0.00%	2,940	0	0	0	0.00%
7335 Small Tools and Equipment	902	629	4,891	4,891	0	0	0	0	0.00%	4,890	(1)	0	(1)	-0.02%
7410 Rental, Leases - Equipment	0	0	96	96	0	0	0	0	0.00%	95	(1)	0	(1)	-1.04%
7530 Outside Services	744	1,600	4,550	4,550	0	0	0	0	0.00%	4,550	0	0	0	0.00%
7550 Fire Prevention	29,171	31,033	46,644	46,644	0	0	0	0	0.00%	46,645	1	0	1	0.00%
7699 Sundry Expenses	76	26	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7785 Trsf. to Reserves-Other	21,740	21,740	21,740	21,740	0	0	0	0	0.00%	21,740	0	0	0	0.00%
Non Labour Account Subtotal	139,764	116,377	176,022	179,465	3,443	0	3,443	0	1.96%	180,010	545	0	545	0.30%
Total Expense	1,529,277	1,593,168	1,794,745	1,860,800	66,055	0	66,055	0	3.68%	1,893,453	32,653	0	32,653	1.75%
Net Total	1,482,975	1,555,857	1,756,485	1,822,540	66,055	0	66,055	0	3.76%	1,855,193	32,653	0	32,653	1.79%

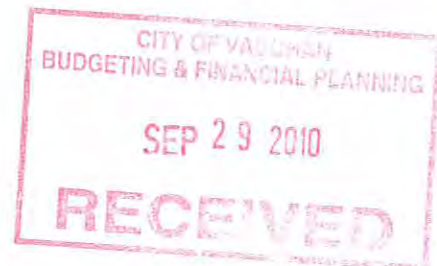
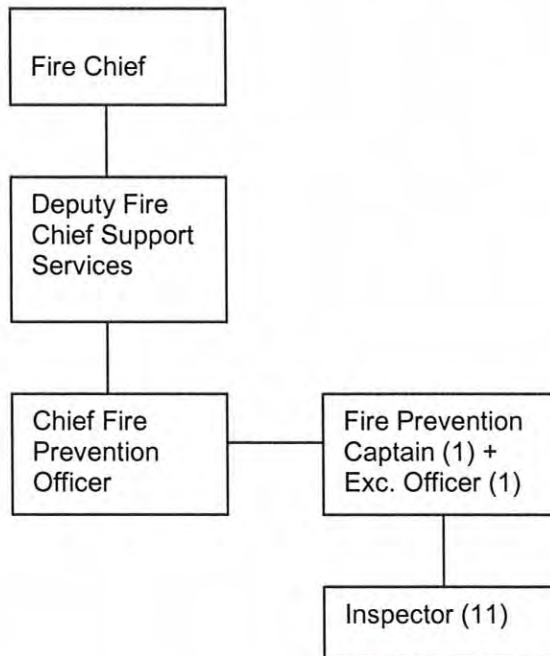
2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement: (Describe the core responsibilities for your department)

Our certified Fire Inspectors ensure Fire Code compliance by conducting routine inspections, responding to complaints, requests for inspection and fire investigations on a regular basis. The Fire Prevention Division provides many fire education programs to our seniors and school age children such as the Older and Wiser Program, Learn Not to Burn and the Risk Watch Program. VFRS delivers timely fire safety messaging throughout the year and during the many corporate events such as Winterfest, Maplefest, The Lions Pancake Festival. Fire Prevention also uses various media outlets such as TVO kids, YTV, CP24 and Rogers T.V. to reach a broader base. The Fire Prevention division also provides fire extinguisher and mandatory fireworks training to local businesses

Service Profile: (Provide the Organizational Chart for your department)



2011-12 Business Plan

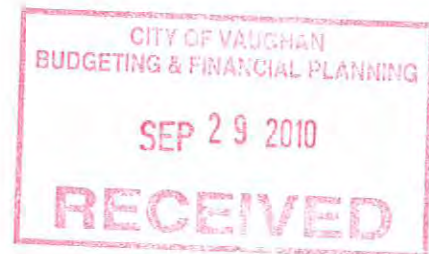
Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	13	14	14	14	0	0
Part Time	n.a	n.a	n.a	n.a	n.a.	n.a
Overtime	\$3,260	\$3,555	\$3,199	\$3,199	0	0

Key Stakeholders: (detail major internal and external stakeholders who interact with the department–key people impacted and involved)

The Fire Prevention Division is responsible for Inspections, Investigation and Enforcement of the Ontario Fire Code and pertinent standards, the division is also responsible for the delivery of Fire Prevention and Safety programs.

- Council, Senior Management Team, City Departments
- Residents, Visitors, Businesses
- York Regional Police, Ontario Provincial Police
- Ontario Fire Marshal

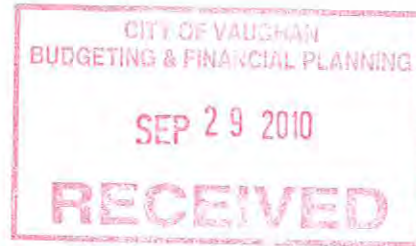


2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

Pursue Excellence in Service Delivery
 Value and Encourage a Highly Motivated Workforce
 Attract, Retain and Promote Skilled Staff
 Support the Professional Development of Staff
 Enhance Productivity, Cost Effectiveness and Innovation
 Enhance Community Safety, Health and Wellness



Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

Fire safety inspection based on risk analysis across the city
 Building stock changes i.e. Hospitals, High-rise buildings, Subway line specialized training
 Objective based code alternatives require more time to assess
 Increase demand by corporations for training of employees
 Projected retirements of senior Inspectors

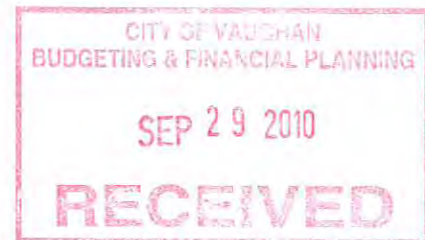
Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. Improve turn around time of inspection request by late 2010 (contingent upon contact agreement)	2010	Achieved	Complaints assigned daily. Addressed weekly and Compliance in 90 days
2. Track and consolidate complaint calls and improve turn around time	2010	Yes	Target achieved
3. Continuous enforcement & remediation of marijuana grow operations throughout the year	2010	Yes	Significant reduction in # of grow ops 6 to date
4. Track 2 nd dwelling complaints and take appropriate actions	2010	Achieved	54 complaints Fire code compliant

2011-12 Business Plan

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

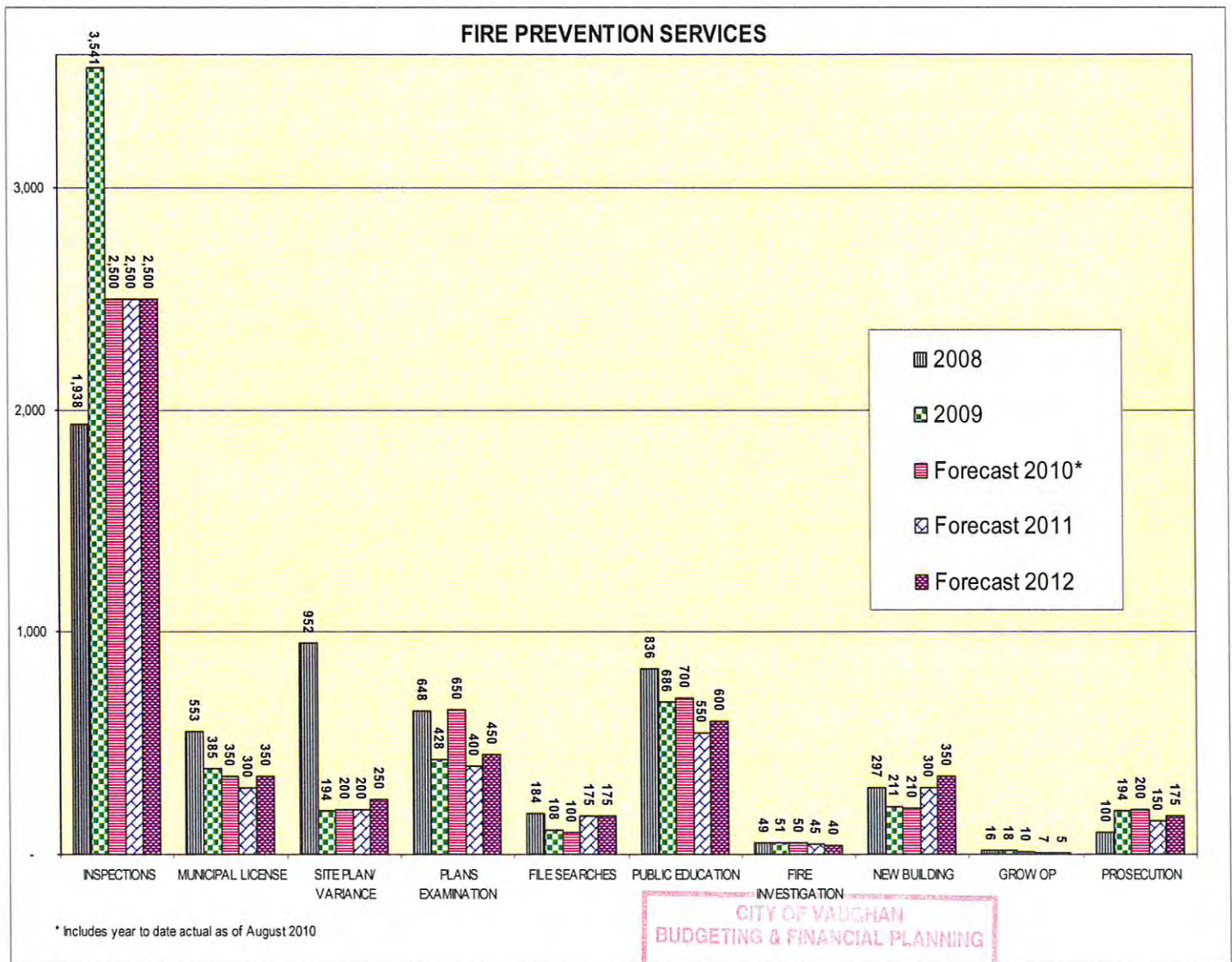
<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Top 3 Objectives)			
Develop and deliver Public Education Programs to seniors on high rise safety and action. Translate programs to meet multi-cultural needs	2011	Programs to be developed, field tested and validated 3 locations	Fire Prevention Inspectors, Suppression crews,
Provide specialized training for certification of staff on fire Investigation	2011	Certify 3 more staff to NFPA 921	Register for courses as they are available Training Time
Train Fire prevention Inspectors to meet changes in building stock inspection requirements Replace loss of expertise due to retirement.	2011	Trained inspectors on Objective based code submissions and complex structures.	Registration for courses as they are available. Training time
2012 (Top 3 Objectives)			
Expand on Public Education program based on needs	2012	Deliver program to all seniors in High Rise Buildings	Staff and DVD's handouts.
Conduct audit of fire related events. To evaluate effectiveness of all public education programs	2012	Report on effectiveness of public education programs and recommendations	Staff Time to conduct evaluation and report
Implementation of the AMANDA RMS with hand held tablets to maximize available technology	2012	Effective partnership with Building standards leads to service excellence	Purchase of Amanda software tablets, training, IT involvement.



2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

The Fire Prevention Division continues to analyze workload and inspection turn around time in order to implement work volume quantity in relation to the number of staff.



CITY OF VAUGHAN
BUDGETING & FINANCIAL PLANNING
SEP 29 2010
RECEIVED

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

Continued increase in volume of new building inspections and public education requests.
Increased requests for Objective Based Code alternatives as building stock changes
Greater need to provide public education to our multi cultural communities

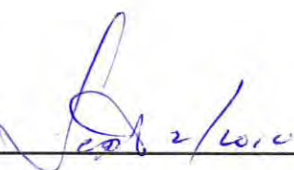
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

All inspections will increase attributed to scheduled work plan. Public education requests will continue to grow since public media such as TVO Kids, YTV, and CP24 & Rogers Cable consistently broadcast information on fire prevention measures through cooperation of VFRS.
The performance measures will ensure that the effectiveness of the inspection, education and enforcement programs are validated by the reduction of Fire related events. This measure will enhance the safety and wellness to the citizens of Vaughan.

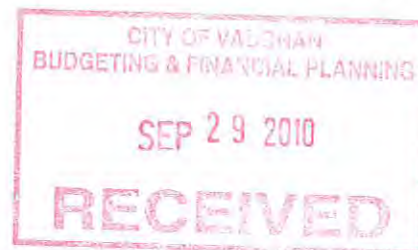
Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

Consistent with management plan, workload will be monitored on a daily basis with a view to consolidate work volume data base by work type, resulting in the implementation of a practical turnaround time.

Commissioner Sign-off



Date (mm/dd/yy)



City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011		2011 Total Budget Variance		Budget 2012	2012		2012 Total Budget Variance	
				Actual 2009	Budget 2010	2011 Inc/(Dec)	Account Reallocati on		\$	%	2012 Inc/(Dec)	Account Reallocati on
100179 - Fire Operations												
Revenue												
3574 Rev. from Recover. Expenses	(1,713)	(20,628)	(2,664)	0	0	0	0.00%	(2,665)	0	(1)	(1)	0.04%
3618 Dept. Misc. Revenues	(632,595)	(594,222)	(303,272)	(116,728)	0	(116,728)	38.49%	(420,000)	0	0	0	0.00%
Revenue	(634,308)	(614,850)	(305,936)	(116,728)	0	(116,728)	38.15%	(422,665)	0	(1)	(1)	0.00%
Labour Accounts												
7010 Full Time	17,505,737	20,204,944	19,915,964	1,160,443	0	1,160,443	5.83%	21,489,335	0	412,928	0	412,928
7012 Overtime	770,571	906,348	102,050	0	0	0	0.00%	102,050	0	0	0	0.00%
7017 Benefits	4,666,273	4,641,719	5,104,621	271,594	0	271,594	5.32%	5,588,992	0	212,777	0	212,777
Labour Account Subtotal	22,942,581	25,753,011	25,122,635	1,432,037	0	1,432,037	5.70%	27,180,377	0	625,705	0	625,705
Non Labour Accounts												
7100 Mileage	3,461	3,130	5,170	0	0	0	0.00%	5,170	0	0	0	0.00%
7105 Memberships/Dues/Fees	120	226	0	0	0	0	0.00%	0	0	0	0	0.00%
7110 Meals & Meal Allowances	536	970	3,424	0	0	0	0.00%	3,425	1	0	1	0.03%
7115 Training & Development	18,331	20,443	20,663	0	0	0	0.00%	20,665	2	0	2	0.01%
7120 Telephone Charges	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7122 Cellular Telephones	22,334	27,834	24,590	0	0	0	0.00%	24,590	0	0	0	0.00%
7125 Subscriptions/Publications	0	0	390	0	0	0	0.00%	390	0	0	0	0.00%
7130 Seminars & Workshops	13	310	780	0	0	0	0.00%	780	0	0	0	0.00%
7200 Office Supplies	3,535	2,488	1,960	0	0	0	0.00%	1,960	0	0	0	0.00%
7205 Computer Supplies	3,439	1,871	0	0	0	0	0.00%	0	0	0	0	0.00%
7210 Office Equip. & Furniture	1,278	111	0	0	0	0	0.00%	0	0	0	0	0.00%
7211 Computer Hardware/Software	10,953	4,164	5,580	0	0	0	0.00%	5,580	0	0	0	0.00%
7215 Mtc. & Repairs - Equip.	336	328	0	0	0	0	0.00%	0	0	0	0	0.00%
7220 Copier/Fax Lease Charges	1,936	1,760	980	0	0	0	0.00%	980	0	0	0	0.00%
7222 Printing	367	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7300 Protect. Clothing/Uniforms	337,658	231,009	293,750	25,000	0	25,000	8.51%	318,750	0	0	0	0.00%
7305 Breathing & Medical Supplies	60,827	45,236	49,920	0	0	0	0.00%	49,920	0	0	0	0.00%
7315 Preventative Mtc. A	507,176	389,092	305,107	0	0	0	0.00%	305,105	(2)	(2)	(2)	0.00%
7325 Janitorial Supplies	23,582	38,464	15,656	0	0	0	0.00%	15,655	(1)	(1)	(1)	-0.01%
7330 Materials and Supplies	71,251	49,236	70,126	0	0	0	0.00%	70,125	(1)	(1)	(1)	0.00%
7331 Contractor & Contract. Mat.	401	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7335 Small Tools and Equipment	71,998	86,909	46,850	0	0	0	0.00%	46,850	0	0	0	0.00%
7345 Radio Operations	63,033	11,668	25,560	0	0	0	0.00%	25,560	0	0	0	0.00%
7410 Rental, Leases - Equipment	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7520 Professional Fees	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7522 Volunteer Firefighters	110,650	82,110	145,000	0	0	0	0.00%	145,000	0	0	0	0.00%
7530 Outside Services	3,946	4,902	20,890	0	0	0	0.00%	20,890	0	0	0	0.00%
7560 Gas/Diesel - Vehicles	37,972	35,248	56,285	1,906	0	1,906	3.39%	60,145	1,954	0	1,954	3.36%
7698 Grouped Expenses	698	9,706	7,830	0	0	0	0.00%	7,830	0	0	0	0.00%
7699 Sundry Expenses	9,398	3,489	7,930	0	0	0	0.00%	7,930	0	0	0	0.00%
7700 Chgs. from Other Depts.	262	190	0	0	0	0	0.00%	0	0	0	0	0.00%
7780 Trsf. to Reserves-Insurance	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7785 Trsf. to Reserves-Other	1,014,300	1,014,300	1,014,300	0	0	0	0.00%	1,014,300	0	0	0	0.00%
7790 Trsf. To Exp Reserve	0	0	(300,000)	0	0	0	0.00%	(300,000)	0	0	0	-50.00%
Non Labour Account Subtotal	2,379,791	2,065,194	1,822,741	26,906	0	26,906	1.48%	2,001,600	0	151,953	0	151,953
Total Expense	25,322,372	27,818,205	26,945,376	1,458,943	0	1,458,943	5.41%	29,181,977	0	777,658	0	777,658
Net Total	24,688,064	27,203,355	26,639,440	1,342,215	0	1,342,215	5.04%	28,759,312	0	777,657	0	777,657

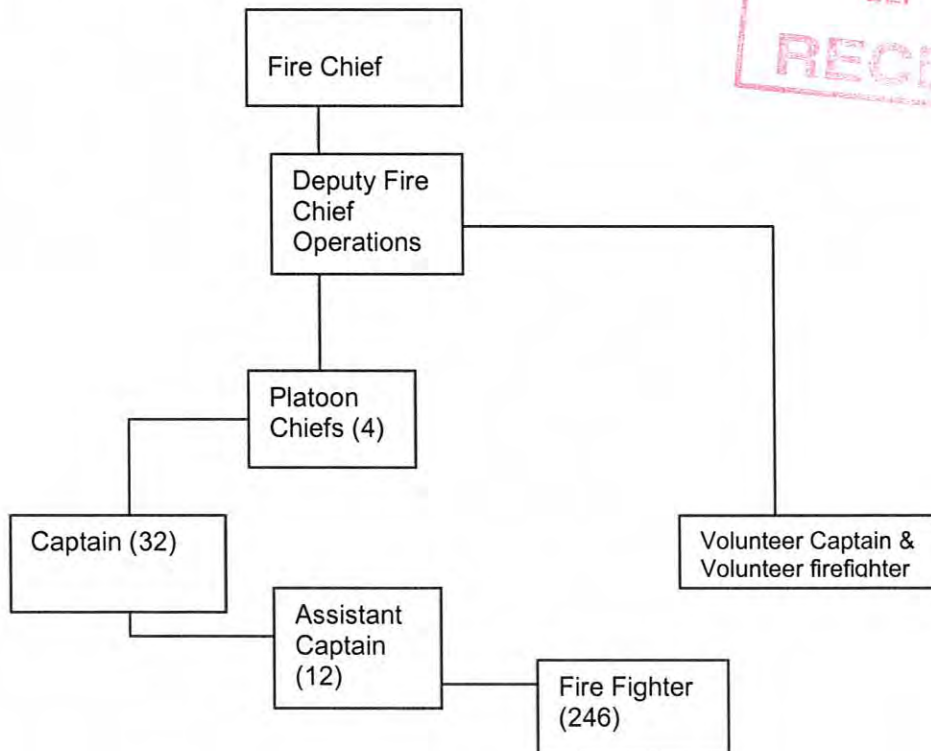
2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement: (Describe the core responsibilities for your department)

The Operations Division provides 'Full Service emergency Response' which includes fire incidents, sudden medical emergencies, technical rescue, hazard materials and CBRN capabilities. Currently, to protect 270,000 residents and visitors to this 275 square kilometre city, the Operations Division operates out of nine fire stations. All emergency response apparatus (engines, aerals, rescues) carry advanced life support equipment and are staffed with OFM certified firefighters. In addition, this division provides a number of specialized teams, including a Hazardous Material Response team, Technical Rescue teams (for trench, confined space, low angle rescue) and a Public Order Support Team (in conjunction with the York Regional Police Service). In 2009, the division responded to 11,147 emergencies resulting in 15,407 vehicle responses averaging 42 emergency movements per day. As reported by the Ontario Fire Marshal, the City sustained fire losses of \$10,929,130 with ten reported injuries due to fire.

Service Profile: (Provide the Organizational Chart for your department)



2011-12 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2010 Gapping	2011 Base	Additional Resource Requests	
						2011	2012
Full Time	216	236	241	5	246	10	20
Part Time							
Overtime	\$128,070	\$105,840	\$95,255		\$95,255	n.a	n.a

Key Stakeholders: (detail major internal and external stakeholders who interact with the department—key people impacted and involved)

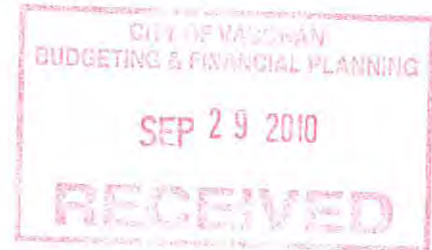
- Council, Senior Management Team, City Departments
- Residents, Visitors, Businesses
- York Regional Police, Ontario Provincial Police
- Ontario Fire Marshal

2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

Pursue Excellence in Service Delivery
 Enhance and Ensure Community Safety, health & Wellness
 Value and Encourage a Highly Motivated Workforce
 Attract, Retain and Promote Skilled Staff
 Support the Professional Development of Staff
 Enhance Productivity, Cost Effectiveness and Innovation



Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

Retirement and turn-over of fully trained staff.

The span of control of each of the four Platoon Chiefs is excessively heavy. Each Platoon Chiefs manages 58 full-time staff . Upon the opening of the new Fire Station 7-10, implementation of the position of District Chief will provide for more consistent span of control and application of Ontario Occupational Health and Safety Guidelines.

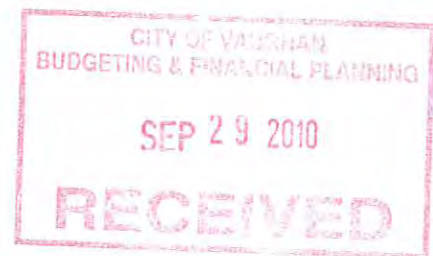
Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. Consistent turnout time from fire station = 90 seconds;	2010	Ongoing	90% Success Rate
2. Arrival of the first due engine company at a fire suppression incident = 4 minutes (240 seconds) (travel time);	2010	Ongoing	57.5% Requires Improvement
3. Arrival 2 nd due Engine, Rescue or Aerial Company at a fire suppression incident = 8 minutes;	2010	Ongoing	81% Success Rate
4. Minimum response benchmark of 10 firefighters in 10 minutes at a working structure fire incident;	2010	Ongoing	51% Requires Improvement
5. Average full response to a fire suppression incident to be 14 to 17 emergency responders;	2010	Ongoing	85% Success Rate
6. 4 minutes or less for the arrival of a unit with advanced care or higher level of capability at an emergency medical incident	2010	Ongoing	57.5% Requires Improvement

2011-12 Business Plan

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Top 3 Objectives)			
Complete Staffing Stn. 7-10	2011	Improve response capabilities in the north east quadrant	Council Approval Required
1st Due Engine Company = 4 minutes	2011	Consistent benchmark	Continue to Monitor and Improve
"10 in 10" Benchmark	2011	Consistent benchmark	Continue to Monitor and Improve
NFPA 1710 Benchmark	2011	Consistent benchmark	Continue to Monitor and Improve
2012 (Top 3 Objectives)			
"10 in 10" Benchmark	2012	Consistent benchmark	Continue to Monitor and Improve
NFPA 1710 Benchmark	2012	Consistent benchmark	Continue to Monitor and Improve
Meet NFPA 472 Standard - Hazmat Response	2012	Technician Level 60	Training Division and Platoon Instructor

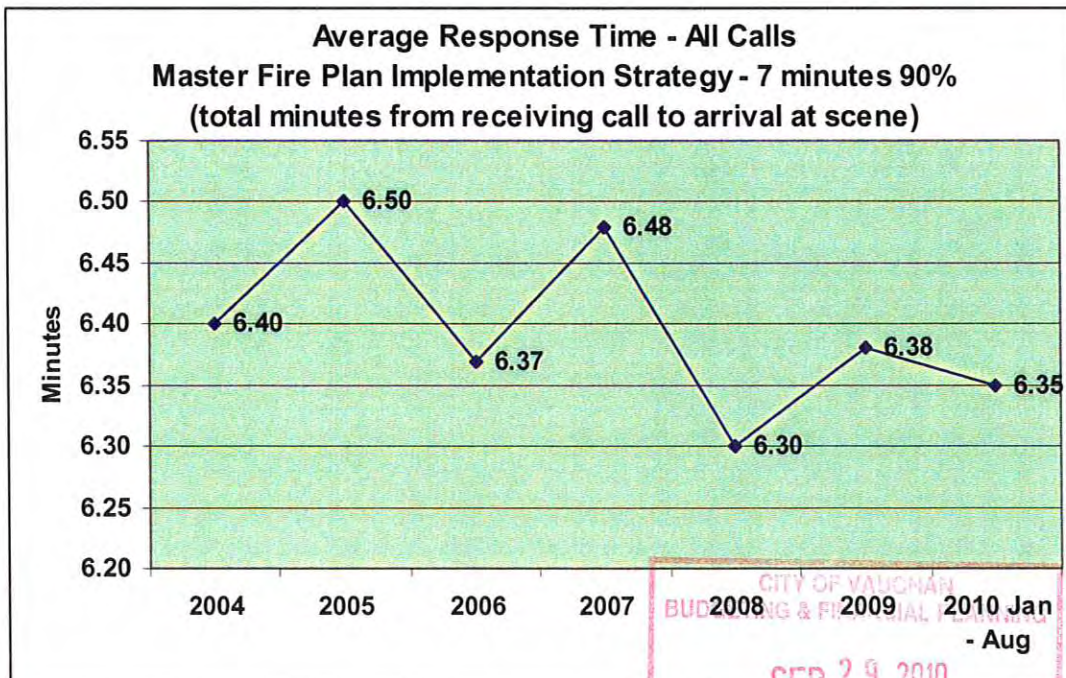
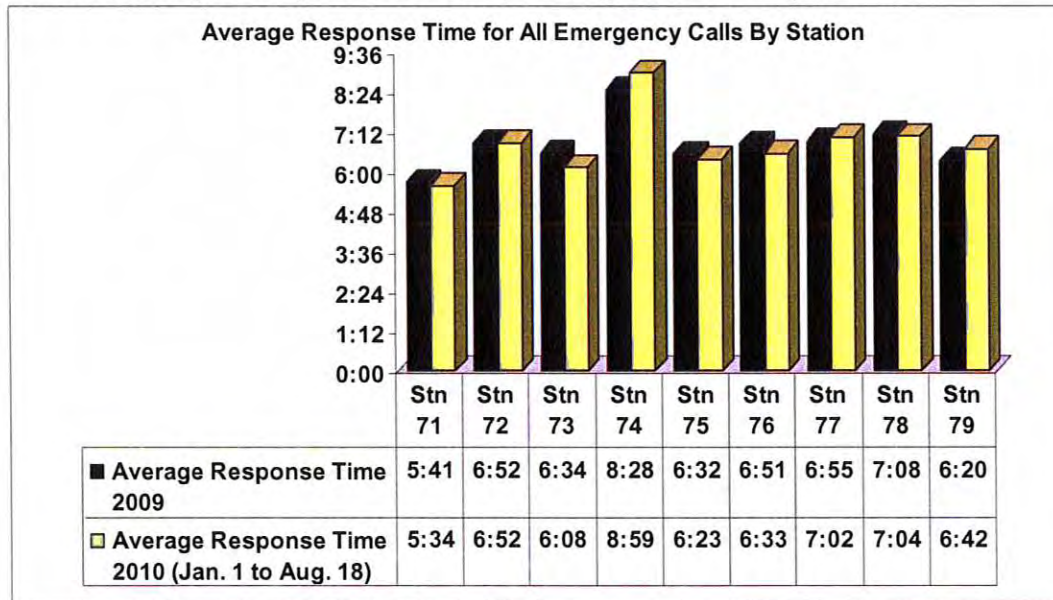


2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

“10 in 10” – Ontario Fire Marshal Public Fire Safety Guideline 04-08-12 recommended staffing for emergency response to benchmark fire conditions in a single family dwelling

NFPA 1710 – standard for the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by career fire departments



CITY OF VAUGHAN
 BUDGET & FINANCIAL SERVICES
 2010
 SEP 29 2010
RECEIVED

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

To improve north east quadrant response capabilities and in consideration of construction time lines for Station 7-10 (Dufferin/Teston) VFRS recommended that (1) the first cohort of 10 firefighters for this station be hired in July 2010 which was accomplished and (2) the balance of the required staffing (6 firefighters + 4 Captains) being hired in January 2011 to achieve full staffing of Fire Station 7-10.

The preceding 2-stage staffing process has taken into consideration the present economic climate and Council's long standing dedication to sound financial management through progressive best practices and prudent fiscal policies to maintain sustainable emergency service.

These additional resources are consistent with the Master Fire Plan and Implementation Strategy, February 24, 2009.

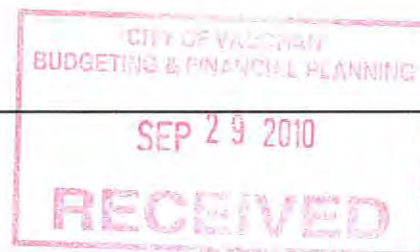
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

Provide adequate staffing and ensure that each response district of the city maintains consistent response time

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

Response time is directly impacted by the number of staff per shift and per fire station.


Commissioner Sign-off




Date (mm/dd/yy)



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary **2011 - STATION 7-10: 6 FIREFIGHTERS AND 4 CAPTAINS**
(If applicable)
Department **FIRE AND RESCUE SERVICES** **Business Unit Name** **FIRE OPERATIONS-100179**

Request Title **Station 7-10: 2nd phase hiring in Jan 2011 - 6 Firefighters & 4 Captains**

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	10.00	-	10.00	-	10.00
Net FTE's	10.00	-	10.00	-	10.00
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	917,706	-	917,706	-	917,706
Other continuous costs	31,840	-	31,840	-	31,840
One-time expenses	10,200	(10,200)	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 959,746	\$ (10,200)	\$ 949,546	\$ -	\$ 949,546
Associated Capital Costs	\$ 3,093,545	\$ -	\$ 3,093,545	\$ -	\$ 3,093,545

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

2011 - 6 Firefighters and 4 Captains:

A)

The VFRS require 6 Firefighters and 4 Captains to staff the 2nd phase of required staffing for Station 7-10 (Dufferin/Teston) to meet full staffing requirement as of January 2011. The 1st phase hiring for the station 7-10 was approved in 2010 Budget for 10 firefighters and staff were employed in July 2010.

The preceding 2-stage staffing process has taken into consideration the present economic climate and Council's long standing dedication to sound financial management through progressive best practices and prudent fiscal policies to maintain sustainable emergency service.

B)

In 2008 Council approved capital budget for land acquisition for fire station 7-10. Increased development activity such as the intensification along Major Mackenzie Drive, particularly the construction of multi-storey condominiums, commercial development from Keele Street east to Dufferin Street west/east and subdivision development in the Teston Road area has a direct impact on the delivery of service. Response analysis demonstrates a deficient level of emergency response in this area and a significant risk develops when secondary apparatus is required to provide coverage in the area. This requires a rationalizing of staffing as well as equipment and training enhancements to deal with the increased risk and demand for service.

In order to provide immediate improvement in the ability of VFRS to meet Ontario Fire Marshal's Standard "10 in 10" -FPPA 9.(1) (D); PFSG 04-08-12 & NFPA 1710 in north east quadrant of the City, the recommended staffing is required.

Milestones or Deliverables	Timelines	Comments
Fire Master Plan - Station 7-10	01/01/2011	To meet Ontario Fire Marshal's Standard "10 in 10" and NFPA 1710 in the north east quadrant of the City

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

N/A

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Station 7-10: 2nd phase hiring in Jan 2011 - 6 Firefighters & 4 Captains						
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), by completing the following:							
Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
				High	General Correlation	Service Excellence	Pursue Excellence in Service
* Select either - General Correlation or Mandatory for Success from drop box							
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
The request for additional staffing and equipment specifically supports Pursue Excellence in Service Delivery and Enhance and Ensure Community Safety. Health & Wellness. As detailed in the City of Vaughan Master Fire Plan, and VFRS implementation Strategy, the hiring of 6 firefighters and 4 Captains in the Dufferin station is recommended for implementation in January 2011.							
3) Business Plan Link & Related Performance Indicators							
Please relate request to Department Business Plan							
The proposal is supported by the City of Vaughan Master Fire Plan, and VFRS implementation Strategy as well as response times standard.							
4) Benefits - Efficiencies & Effectiveness							
Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.							
The request improves deficient service levels and provides consistent primary and secondary response in the northeastern quadrant of the City, including residential and commercial development. The addition of the new fire station 7-10 will enhance the VFRS ability for rescue and provide aggressive fire attack in a timely fashion - OFM 10 in 10. Secondary response, coverage and response time will be significantly enhanced consistently meeting industry standards.							
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
N/A							

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, etc.)

The external stakeholders include the citizens and businesses of the Maple community as well as development in northeast quadrant. The internal stakeholders include the Fire Service, Firefighters and the Civic Administration. Internal and External stakeholders are impacted by improved response time and resource availability enhancing fire ground safety, meeting Ontario Fire Marshal fire ground staffing requirement and NFPA 1710 Standard that is generally applied in all provinces identifying response time, staff distribution, and task performance for the firefighting personnel.

The consequences of not approving VFRS request will be a continued service level deficiency that has the potential to affect the safety and wellbeing of the community. Non approval may also affect the health & safety of VFRS personnel and compromise our ability to meet industry and Ontario Fire Marshal response standards. Non approval will result in failure of VFRS to meet the recommended response standards identified in Feb 24, 2009 Master Fire Plan Implementation.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

FPPA (1) (D) & PFSG 04-08-12; NFPA 1710 /
Ont. Occupational Health & Safety Act/Industry Standards

What are the compliance requirements?

Comments
10 Firefighters within 10 minutes 90% of the time, residential fire FPPA (1) (D) & PFSG 04-08-12

Current status of compliance:

Non compliant in Northeast Part of the City

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk
Litigation for inadequate response is likely, financial & professional consequences can be severe. Deficiency in primary response directly impacts health & safety of emergency responders & those requiring emergency service. Occupational Health & Safety Act.

Probability of Risk Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Failure to provide timely, effective response may result in serious injuries, escalated fire loss & overall public dissatisfaction.

Current service level vs. target

Non compliant in Northeast Part of the City -10 Firefighters within 10 minutes 90% of the time, residential fire FPPA (1) (D) & PFSG 04-08-12

Request Title		Station 7-10: 2nd phase hiring in Jan 2011 - 6 Firefighters & 4 Captains			
7) Financial/Resource Detail					
Component		BU Acct. #	2011 Budget Change	2012	2013 Full-Yr. Adj.
REVENUE - continuous operating detail					
1	N/A				
2					
3					
4					
Subtotal			-	-	-
REVENUE - one-time operating detail					
1	N/A				
2					
Subtotal			-	-	-
EXPENSES - continuous operating detail (For staffing costs please fill out section 8 & 9)					
1	* Staffing costs (calculated field)	(See sect. 8&9)	731,240	-	
2	* Benefits	(See sect. 8&9)	186,466	-	
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	31,840	-	
4	<blank>				
5	<blank>				
6	<blank>				
7	<blank>				
Subtotal			949,546	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)					
1	Complement sch. expenses (calculated field)	See sect. 8&9.	10,200	(10,200)	-
2	<blank>				
3	<blank>				
Subtotal			10,200	(10,200)	-
OFFSETS - cost savings, reductions, etc					
1	<blank>				
2	<blank>				
3	<blank>				
Subtotal			-	-	-
TOTAL OPERATING BUDGET CHANGE			959,746	(10,200)	-
ASSOCIATED CAPITAL FUNDING		Proj. #			
1	Build New Fire Station 7-10 (operating bud impact \$2mill, 20 FTE)	FR-3533-10	3,093,545		
2	<blank>				
3	<blank>				
TOTAL ASSOCIATED CAPITAL FUNDING			3,093,545	-	-
COMPLEMENTS & FTE's					
# of positions requested	(calculated field - sect. 8&9)		10.00	-	
FTE's	(calculated field - sect. 8&9)		10.00	-	
FTE reductions/offsets	(Manual Field)		-	-	
Net FTE's	(calculated field - sect. 8&9)		10.00	-	

Request Title	Station 7-10: 2nd phase hiring in Jan 2011 - 6 Firefighters & 4 Captains
----------------------	---

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title	6 Firefighters	4 Captains		10 positions
Estimated start date (dd-mm-yy to dd-mm-yy)	1/1/2011	1/1/2011		
# of positions requested	6.00	4.00		
Full-time equivalents (FTEs)	6.00	4.00		
Position type	Full-time	Full-time		
Position agreement classification	VPFFA -Fire	VPFFA -Fire		
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code	100179.7010/7017	100179.7010/7017		
Grade level	Firefighters	Captain		
Est. starting step	4th class FF	Captain		

2011 Complement Annual Cost Detail				
Annual full-time \$(6*56,874): \$(4*97,499)	\$ 341,244	\$ 389,996		731,240
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)		-	-	-
* Annual benefits (<i>calculated field</i>)	87,017	99,449	-	186,466
* FT contract benefits in lieu (<i>calculated field</i>)		-	-	-
Subtotal	\$ 428,261	\$ 489,445	\$ -	\$ 917,706

Continuous costs		<i>(BU & Acct #.)</i>		
1) TurnOut Gears/Uniforms (\$3000*6)	100179.7300	18,000		18,000
2) Captain Uniforms (\$3000*4)	100179.7300		12,000	12,000
3) Office/Computer Supplies@100/Staff	100179.7200	600	400	1,000
4) Wireless/Internet - Blackberry (\$70*12*1)	100179.7530		840	840
Subtotal		\$ 18,600	\$ 13,240	\$ - \$ 31,840

One-time costs		<i>(BU & Acct #.)</i>		
1) Office Equipment	100179.7210		5,000	5,000
2) Black Berry (200*1)	100179.7122.03		200	200
3) Comput./printer	100179.7211.01		5,000	5,000
				-
Subtotal		-	10,200	- \$ 10,200

Total 2011 Complement Annual Costs	\$ 446,861	\$ 512,884.98	\$ -	\$ 959,746
---	-------------------	----------------------	-------------	-------------------

Additional Comments:

Request Title	Station 7-10: 2nd phase hiring in Jan 2011 - 6 Firefighters & 4 Captains
---------------	--

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
---	-------------	-------------	-------------	-------------

Additional Comments:



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary 2012 - STN 75 - 16 FIREFIGHTERS & 4 ASSIST. CAPTAINS
 Department FIRE AND RESCUE SERVICES Business Unit Name FIRE OPERATIONS -100179 (if applicable)

Request Title 2012 - STN 75 - 16 FIREFIGHTERS & 4 ASSIST. CAPTAINS (TO STAFF ENGINE)

Annual Budget Change Summary					
Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	-	20.00	20.00	-	20.00
Net FTE's	-	20.00	20.00	-	20.00
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	-	1,637,975	1,637,975	-	1,637,975
Other continuous costs	-	62,840	62,840	-	62,840
One-time expenses	-	10,200	10,200	(10,200)	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ -	\$ 1,711,015	\$ 1,711,015	\$ (10,200)	\$ 1,700,815
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

2012 : STN 75- 16 FIREFIGHTERS + 4 ASSISTANT CAPTAINS

The Master Fire Plan recommends placing a pumper (engine) apparatus in service at Station 7-5. As the ability for VFRS to maintain adequate response (10-in-10) is taxed by intensification, population density, and traffic patterns, an additional fully staffed crew is required to ensure response capabilities are not compromised.

The VFRS request 16 Firefighters & 4 Assistant Captains to staff an engine device in the Weston Road/Hwy-7 response district. Demand for emergency service has outgrown VFRS ability to respond effectively in the Weston area of the city and a significant risk develops when secondary apparatus is required to provide coverage in the area. By response analysis, it is evident that VFRS cannot meet industry benchmarks (OFM 10 in 10, PFSG 04-04-12) & (NFPA 1710) on a consistent basis as required. Mitigating the liability requires a rationalizing of staffing as well as equipment and training enhancements to deal with the increased risk and demand for service.

In order to provide immediate improvement in the ability of VFRS to meet Ontario Fire Marshal's Standard "10 in 10" and NFPA 1710 in the west portion of the city, the Master Fire Plan recommends staffing an apparatus in 2012 at Station 7-5 to provide more effective coverage in the Weston/Fieldstone area. Given VFRS response criteria, Senior Command determined that a pumper (engine) apparatus to be most appropriate for this area.

Milestones or Deliverables	Timelines	Comments
Fire Master Plan -Station 7-5	01/01/2011	To meet Ontario Fire Marshal's Standard "10 in 10", NFPA 1710 and Occupational Health & Safety Act in the Central-West quadrant of the City

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

N/A

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	2012 - STN 75 - 16 FIREFIGHTERS & 4 ASSIST. CAPTAINS (TO STAFF ENGINE)
----------------------	---

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
				High	General Correlation	Service Excellence	Pursue Excellence in Service

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

This request for additional staffing and equipment specifically supports the City's goals of Pursue Excellence in Service Delivery and Enhance and Ensure Community Safety, Health and Wellness. As detailed in the City of Vaughan Master Fire Plan the staffing of a pumper (engine) device in the Weston Road/Fieldstone area was recommended for implementation in 2012.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The proposal is supported by the City of Vaughan Master Fire Plan & City-wide Risk Assessment as well as response time standard. Performance indicators for success will be - Meet Ontario Fire Marshal response guideline 10 in 10 (10 firefighters on location in 10 minutes to initiate aggressive action), meet response travel time in municipality as detailed in NFPA 1710 (standard required for firefighters to respond to 90 percent of incidents within 4.0 minutes travel time. 8.00 minute travel time is required for second response. This ensures a sufficient number and type of apparatus are on scene within accepted, safe time frames to provide fire suppression capability.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

This request will improve deficient levels and will provide consistent primary and secondary response in the Weston/ Hwy 7 response district. The staffed pumper (engine) device in Weston Rd/Fieldstone Dr. area of the City will enhance the VFRS ability for rescue and provide large volume master stream capability in a timely fashion. Secondary response, coverage and response time will improve significantly with a goal to meeting industry standards on a more consistent basis, reducing liabilities.

5) Alternatives

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

N/A

Request Title	2012 - STN 75 - 16 FIREFIGHTERS & 4 ASSIST. CAPTAINS (TO STAFF ENGINE)
6) Implications/Consequences (if request not approved)	
A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)	
The external stakeholders include the citizens and businesses of Vaughan's Central-West growing development. The internal stakeholders include the Fire Service, Firefighters and the Civic Administration. Internal and External stakeholders are impacted by improved response time and resource availability enhancing fire ground safety, meeting Ontario Fire Marshal fire ground staffing requirement and NFPA 1710 Standard that is generally applied in all provinces identifying response time, staff distribution, and task performance for the firefighting personnel.	
B) Please check off how the request relates to the following:	
Legislative/Regulatory Requirement	
<input type="checkbox"/> None	
<input checked="" type="checkbox"/> Little consequence of non compliance	
<input type="checkbox"/> Significant external repercussion/penalty	
Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)	<u>FPPA (1) (D) & PFSG 04-08-12; NFPA 1710 / Ont. Occupational Health & Safety Act/Industry Standards</u>
What are the compliance requirements?	Comments 10 Firefighters within 10 minutes 90% of the time, residential fire FPPA (1) (D) & PFSG 04-08-12
Current status of compliance:	<u>Non compliant in Stn 75 area</u>
Probability of Litigation and/or Health & Safety Issues	
<input type="checkbox"/> None	Comments <i>Please describe the type and nature of risk</i> Litigation for inadequate response is likely, financial & professional consequences can be severe. Deficiency in primary response directly impacts health & safety of emergency responders & those requiring emergency service. Occupational Health & Safety Act.
<input type="checkbox"/> Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring	
<input type="checkbox"/> Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty	
<input checked="" type="checkbox"/> Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address:	
Core City Service Disruption	
<input type="checkbox"/> None	
<input type="checkbox"/> Service provided with minor internal issues -slight inconvenience	
<input type="checkbox"/> Intermittent service level impact - some public/client complaints/frustration	
<input checked="" type="checkbox"/> Service failure - constant public/client complaints/aggression	
BRIEFLY DESCRIBE IMPACT: Issues, Objectives, etc.	Failure to provide timely, effective response may result in serious injuries, escalated fire loss & overall public dissatisfaction.
Current service level vs. target	Non compliant in some areas close to Stn 75- 10 Firefighters within 10 minutes 90% of the time, residential fire FPPA (1) (D) & PFSG 04-08-12

Request Title		2012 - STN 75 - 16 FIREFIGHTERS & 4 ASSIST. CAPTAINS (TO STAFF ENGINE)			
7) Financial/Resource Detail					
Component		BU Acct. #	2011 Budget Change	2012	2013 Full-Yr. Adj.
REVENUE - continuous operating detail					
1	N/A				
2					
3					
4					
Subtotal			-	-	-
REVENUE - one-time operating detail					
1	N/A				
2					
Subtotal			-	-	-
EXPENSES - continuous operating detail (For staffing costs please fill out section 8 & 9)					
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	1,299,980	
2	* Benefits	(See sect. 8&9)	-	337,995	
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	62,840	
4	<blank>				
5	<blank>				
6	<blank>				
7	<blank>				
Subtotal			-	1,700,815	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)					
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	10,200	(10,200)
2	<blank>				
3	<blank>				
Subtotal			-	10,200	(10,200)
OFFSETS - cost savings, reductions, etc					
1	<blank>				
2	<blank>				
3	<blank>				
Subtotal			-	-	-
<u>TOTAL OPERATING BUDGET CHANGE</u>			-	1,711,015	(10,200)
ASSOCIATED CAPITAL FUNDING		Proj. #			
1	A new capital funding request will be put for 2011 - To Acquire a pumper apparatus for Station 7-5 (est. Cost \$600,000)	Not assigned yet			
2	<blank>				
3	<blank>				
<u>TOTAL ASSOCIATED CAPITAL FUNDING</u>			-	-	-
COMPLEMENTS & FTE's					
# of positions requested	(calculated field - sect. 8&9)		-	20.00	
FTE's	(calculated field - sect. 8&9)		-	20.00	
FTE reductions/offsets	(Manual Field)		-	-	
Net FTE's	(calculated field - sect. 8&9)		-	20.00	

Request Title	2012 - STN 75 - 16 FIREFIGHTERS & 4 ASSIST. CAPTAINS (TO STAFF ENGINE)
---------------	--

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title	N/A	N/A		
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				

2011 Complement Annual Cost Detail

Annual full-time				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)		-	-	-
* Annual benefits (<i>calculated field</i>)		-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)		-	-	-
Subtotal	\$	-	\$	-

Continuous costs		(BU & Acct #.)				
1)			-			-
2)			-			-
3)						-
4)						-
Subtotal			\$	-	\$	-

One-time costs		(BU & Acct #.)				
1)			-			-
2)			-			-
3)			-			-
Subtotal			-	-	-	-

Total 2011 Complement Annual Costs	\$	-	\$	-	\$	-
---	-----------	----------	-----------	----------	-----------	----------

Additional Comments:

Request Title	2012 - STN 75 - 16 FIREFIGHTERS & 4 ASSIST. CAPTAINS (TO STAFF ENGINE)
----------------------	---

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title	16 FIREFIGHTERS	4 ASSIST CAPTAINS		
Estimated start date	1/1/2012	1/1/2012		20 POSITIONS
# of positions requested	16.00	4.00		20.00
Full-time equivalents (FTEs)	16.00	4.00		20.00
Position type	Full-time	Full-time		
Position agreement classification	VPFFA -Fire	VPFFA -Fire		
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #	100179.7010/7017	100179.7010/7017		
Grade level	4TH CLASS FF	ASSIST CAPT		
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$(16* 56,874)+\$(4*97,499)	909,984	389,996		1,299,980
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)				-
* Annual benefits (calculated field) 26%	236,596	101,399		337,995
* FT contract benefits in lieu (calculated field)				-
Subtotal	\$ 1,146,580	\$ 491,395	\$ -	\$ 1,637,975

Continuous costs	(BU & Acct #.)				
1) TurnOut Gears/Uniforms (\$3000*16)	100179.7300	48,000			48,000
2) Assist.Captain Uniforms (\$3000*4)	100179.7300		12,000		12,000
3) Office Supplies @100/Staff	100179.7200	1,600	400		2,000
4) Wireless/Internet Blackberry (*70*12*1)	100179.7530		840		840
Subtotal		\$ 49,600	\$ 13,240	\$ -	\$ 62,840

One-time costs	(BU & Acct #.)				
1) Office equip.	100179.7210		5,000		5,000
2) Black Berry (\$200*1)	100179.7122.03		200		200
3) Comp./Printer	100179.7211.01		5,000		5,000
					-
Subtotal		-	10,200	-	10,200

Total 2012 Complement Annual Costs	\$ 1,196,180	\$ 514,834.96	\$ -	\$ 1,711,015
---	---------------------	----------------------	-------------	---------------------

Additional Comments:

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Account Reallocation		2011 Total Budget Variance		Budget 2012	2012 Account Reallocation		2012 Total Budget Variance	
						Inc/(Dec)	Reallocati on	\$	%		Inc/(Dec)	Reallocati on	\$	%
100180 - Fire Training														
Revenue														
3618 Dept. Misc. Revenues	0	(127,710)	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
Revenue	0	(127,710)	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
Labour Accounts														
7010 Full Time	247,003	235,588	448,157	440,602	(7,555)	0	(7,555)	0	-1.69%	445,537	0	4,935	0	1.12%
7012 Overtime	7,732	9,540	5,505	5,505	0	0	0	0	0.00%	5,505	0	0	0	0.00%
7015 Part Time	0	5,028	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7017 Benefits	64,957	57,732	115,590	112,354	(3,236)	0	(3,236)	0	-2.80%	115,840	0	3,486	0	3.10%
Labour Account Subtotal	319,692	307,888	569,252	558,461	(10,791)	0	(10,791)	0	-1.90%	566,882	0	8,421	0	1.51%
Non Labour Accounts														
7100 Mileage	0	5	420	420	0	0	0	0	0.00%	420	0	0	0	0.00%
7103 407-ETR Toll Charges	167	556	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7105 Memberships/Dues/Fees	742	701	550	550	0	0	0	0	0.00%	550	0	0	0	0.00%
7110 Meals & Meal Allowances	2,913	1,591	576	576	0	0	0	0	0.00%	575	(1)	0	(1)	-0.17%
7115 Training & Development	62,812	138,457	61,930	61,930	0	0	0	0	0.00%	61,930	0	0	0	0.00%
7122 Cellular Telephones	0	368	2,004	2,004	0	0	0	0	0.00%	2,005	1	0	1	0.05%
7125 Subscriptions/Publications	9,635	5,010	3,131	3,131	0	0	0	0	0.00%	3,130	(1)	0	(1)	-0.03%
7130 Seminars & Workshops	46	0	1,170	1,170	0	0	0	0	0.00%	1,170	0	0	0	0.00%
7135 Advertising	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7200 Office Supplies	3,657	2,813	1,961	1,961	0	0	0	0	0.00%	1,960	(1)	0	(1)	-0.05%
7205 Computer Supplies	0	557	564	564	0	0	0	0	0.00%	565	1	0	1	0.18%
7210 Office Equip. & Furniture	6,153	0	3,636	3,636	0	0	0	0	0.00%	3,635	(1)	0	(1)	-0.03%
7211 Computer Hardware/Software	224	6,625	10,960	10,960	0	0	0	0	0.00%	10,960	0	0	0	0.00%
7220 Copier/Fax/Lease Charges	5,900	4,875	5,191	5,191	0	0	0	0	0.00%	5,190	(1)	0	(1)	-0.02%
7300 Protect. Clothing/Uniforms	4,064	39,807	3,810	3,810	0	0	0	0	0.00%	3,810	0	0	0	0.00%
7315 Preventative Mtrce.- A	12,129	16,038	5,040	5,080	40	0	40	0	0.79%	5,120	40	0	40	0.79%
7325 Janitorial Supplies	0	1,064	980	980	0	0	0	0	0.00%	980	0	0	0	0.00%
7330 Materials and Supplies	6,567	28,293	10,570	10,570	0	0	0	0	0.00%	10,570	0	0	0	0.00%
7335 Small Tools and Equipment	4,586	2,822	12,040	12,040	0	0	0	0	0.00%	12,040	0	0	0	0.00%
7530 Outside Services	410	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7560 Gas/Diesel - Vehicles	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7690 Grouped Expenses	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7699 Sundry Expenses	947	169	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7700 Chgs. from Other Depts.	238	183	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7785 Trsf. to Reserves-Other	21,740	21,740	21,740	21,740	0	0	0	0	0.00%	21,740	0	0	0	0.00%
Non Labour Account Subtotal	142,930	271,674	146,273	146,313	40	0	40	0	0.03%	146,350	37	0	37	0.03%
Total Expense	462,622	579,562	715,525	704,774	(10,751)	0	(10,751)	0	-1.50%	713,232	8,458	0	8,458	1.20%
Net Total	462,622	451,852	715,525	704,774	(10,751)	0	(10,751)	0	-1.50%	713,232	8,458	0	8,458	1.20%

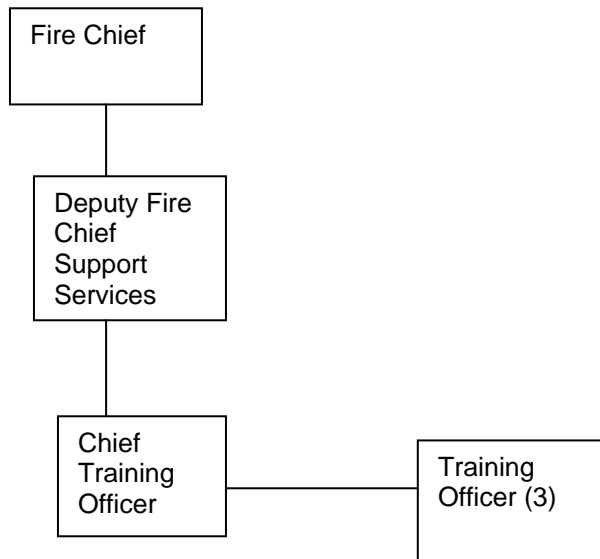
2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement: (Describe the core responsibilities for your department)

Each year full-time staff, including volunteers of the VFRS dedicate thousands of hours of methodical training to maintain and enhance standardized skill sets with a view to achieve consistent quality of work. Firefighters are required to complete specific annual maintenance training to maintain the knowledge and demonstrated practical competency skill sets to perform their duties quickly, efficiently and completely on site of the emergency. Every Vaughan firefighter is either certified or working towards their certification. It takes approximately four years to meet the requirements of certification. Once certified, the individual must continue to meet a number of objectives in order to meet the requirements of re-certification. The Training Division Staff have met or are working towards the requirement as “Certified Training Officers”. All service delivery enhancements for the public must first be implemented through the Training Division. The Training Division is undertaking the delivery of Ontario Fire College programs in-house.

Service Profile: (Provide the Organizational Chart for your department)



Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	4	4	4	4	0	0
Part Time	n.a	n.a	n.a	n.a	n.a	n.a
Overtime	\$5,525	\$5,715	\$5,145	5,145	/	/

Key Stakeholders: (detail major internal and external stakeholders who interact with the department–key people impacted and involved)

All divisions of VFRS, Ontario Fire College, Central East Pre-Hospital Care Program (Base Hospital) York Region Training Officers Association, York Regional Police, MTO, York EMS and The City of Vaughan Public Access Defibrillator Program.

2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

- Pursue Excellence in Service Delivery
- Value and Encourage a Highly Motivated Workforce
- Attract, Retain and Promote Skilled Staff
- Support the Professional Development of Staff
- Enhance Productivity, Cost Effectiveness and Innovation
- Enhance and ensure community safety, health and wellness



Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

The Training Division is required to maintain continuous, consistent and certified training for all VFRS staff. It is anticipated that with Council approval, ten more new recruits will come on board in mid-2011, in order to staff the new Fire Station 7-10 in the north-east quadrant of the City. New recruits are also anticipated to replace retirees.

Workload of the Training Division has increased significantly which is attributed to training of new recruits and accelerated training for staff progressions related to retirement.

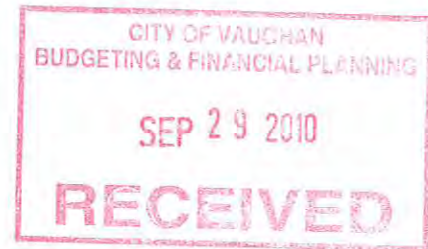
Enhanced emergency patient care medical training provides a broader skill sets to staff when dealing with medical and related emergency.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Training Program		Timeline	# Staff to be trained
Emergency Patient Care Level II First Aid	2010	100% complete	226
De-Fib/CPR yearly certification and training - all full-time personnel & 17 volunteers	2010	100% complete	243
Classification Examinations for Firefighters	2010	100% complete	43
Live fire training	2010	100% complete	93
NFPA 1670 Technical Rescue Rope Rescue Stokes basket, low angle	2010	100% complete	44
NFPA 1670 Technical Rescue Confined Space Operations Level	2010	100% complete	226
NFPA 472 Standard for responders to Hazardous Material Incident: Operations Level - 150 & Technician Level - 50	2010	Ongoing Oct 2010	226
NFPA 1670 Technical Rescue Ice/Water rescue	2010	100% completed	226

2011-12 Business Plan

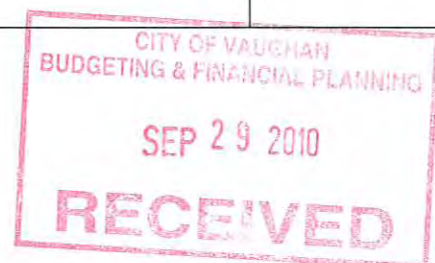
NFPA 1670 Technical Rescue Trench Rescue: Operations Level - 150 & Technician Level - 50	2010	Ongoing Nov 2010	226
NFPA 1410 Initial Fire Attack Performance Standards	2010	Ongoing Dec 2010	226
Captain's Qualifying Examination - Routine Suppression	2010	Ongoing Oct 2010	40
Captain's Qualifying Examination - Routine Prevention	2010	Ongoing Oct 2010	3
Officer Development Course	2010	Ongoing Sept 2010	40
Ontario Fire College Pumper Operations Course	2010	100% complete	23
VFRS Drivers Course	2010	100% complete	23
Driver Training - all full-time personnel + 17 volunteers	2010	100% complete	241
Tanker shuttle accreditation	2010	100% complete	150
Auto Extrication Training	2010	100% complete	241
Ontario Firefighter Certification	2010	Ongoing	7
To maintain Ontario Fire Marshal certification	2010	Ongoing	226



2011-12 Business Plan

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

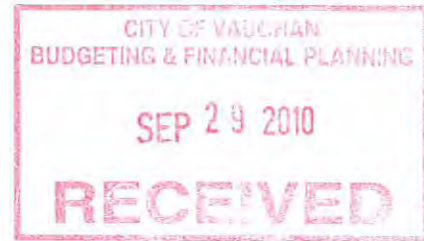
<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Top 3 Objectives)			
1. Recruit Training	Q ₂ 2011	10 (+retiree replacements) trained and ready for deployment	All Training Division staff
2. Live Fire Training	Q ₁ 2011	Complete 100 FF	All Training Division staff + burn building rental
3. Incident Command Certification for Officers	Q ₃ 2011	Train 60 Officers	2 Instructors
Other - Structural Collapse Awareness Level	Q ₄ 2011	236 Awareness Level	2 Instructors
2012 (Top 3 Objectives)			
1. Recruit Training	Q ₂ 2012	Retiree replacements + 20 for 751	All staff
2. Live Fire Training	Q ₁ 2012	Complete 100 FF	All staff + burn building rental
3. Delivery of Ontario Fire College Officer Program In-house	Q ₃ 2012	40 Acting Captains	2 Instructors
Other - Complete CBRN Training	Q _{3&4} 2012	Train 246 (+)	4 Instructors
Other - Structural Collapse Operations Level	Q _{3&4} 2012	Complete 100 FF	2 Instructors + Props and Tools



2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

See Objectives.



BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

Meeting training target date is directly related to deployment of staff

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

N/A

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

The programs developed and delivered by the Training Division are critical to the successful delivery of service to the citizens of Vaughan. All VFRS staff must be trained to perform 100% completion of operational jobs on site when responding to an emergency. The efforts of the Training Division elevate the performance of the firefighters in the field to a level worthy of the taxpayers of Vaughan.



Commissioner Sign-off

Sept 29/2010
Date (mm/dd/yy)

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011			2012				
				Budget 2011	2011 Inc/(Dec)	2011 Account Reallocati on	2011 Total Budget Variance	Budget 2012	2012 Inc/(Dec)	2012 Account Reallocati on	2012 Total Budget Variance
				\$	\$	\$	\$	\$	\$	\$	%
105 - Emergency Planning Revenue											
3781 Emergency Mgmt - Grants	(41,252)	(28,051)	0	0	0	0	0	0	0	0	0.00%
Revenue	(41,252)	(28,051)	0	0	0	0	0	0	0	0	0.00%
Labour Accounts											
7010 Full Time	87,753	89,972	89,510	91,870	2,360	0	2,360	95,562	3,692	0	4.02%
7015 Part Time	5,808	5,641	6,315	6,315	0	0	0	6,315	0	0	0.00%
7017 Benefits	22,918	21,906	23,415	24,040	625	0	625	25,459	1,419	0	5.90%
Labour Account Subtotal	116,479	117,519	119,240	122,225	2,985	0	2,985	127,336	5,111	0	4.18%
Non Labour Accounts											
7100 Mileage	0	0	0	0	0	0	0	0	0	0	0.00%
7103 407-ETR Toll Charges	0	0	0	0	0	0	0	0	0	0	0.00%
7105 Memberships/Dues/Fees	0	125	390	390	0	0	0	390	0	0	0.00%
7110 Meals & Meal Allowances	433	130	450	450	0	0	0	450	0	0	0.00%
7115 Training & Development	8,576	1,068	7,830	7,830	0	0	0	7,830	0	0	0.00%
7118 Emergency Exer - Training	4,390	2,838	11,500	11,500	0	0	0	11,500	0	0	0.00%
7119 Public Awareness - Training	8,169	6,374	10,680	10,680	0	0	0	10,680	0	0	0.00%
7120 Telephone Charges	0	0	200	200	0	0	0	200	0	0	0.00%
7122 Cellular Telephones	0	0	0	0	0	0	0	0	0	0	0.00%
7125 Subscriptions/Publications	316	498	390	390	0	0	0	390	0	0	0.00%
7130 Seminars & Workshops	1,096	978	1,170	1,170	0	0	0	1,170	0	0	0.00%
7135 Advertising	0	0	0	0	0	0	0	0	0	0	0.00%
7200 Office Supplies	1,571	661	980	980	0	0	0	980	0	0	0.00%
7205 Computer Supplies	0	0	200	200	0	0	0	200	0	0	0.00%
7210 Office Equip. & Furniture	152	104	0	0	0	0	0	0	0	0	0.00%
7211 Computer Hardware/Software	449	1,285	1,200	1,200	0	0	0	1,200	0	0	0.00%
7220 Copier/Fax Lease Charges	0	0	0	0	0	0	0	0	0	0	0.00%
7222 Printing	1,183	2,916	2,430	2,430	0	0	0	2,430	0	0	0.00%
7300 Protect. Clothing/Uniforms	0	0	200	200	0	0	0	200	0	0	0.00%
7305 Breathing & Medical Supplies	2,416	838	4,225	4,225	0	0	0	4,225	0	0	0.00%
7315 Preventative Mtce. A	0	0	0	0	0	0	0	0	0	0	0.00%
7325 Janitorial Supplies	0	0	0	0	0	0	0	0	0	0	0.00%
7330 Materials and Supplies	0	0	0	0	0	0	0	0	0	0	0.00%
7335 Small Tools and Equipment	11,575	7,087	8,320	8,320	0	0	0	8,320	0	0	0.00%
7345 Radio Operations	0	0	0	0	0	0	0	0	0	0	0.00%
7410 Rental, Leases - Equipment	0	0	0	0	0	0	0	0	0	0	0.00%
7520 Professional Fees	0	0	0	0	0	0	0	0	0	0	0.00%
7550 Fire Prevention	0	0	0	0	0	0	0	0	0	0	0.00%
7560 Gas/Diesel - Vehicles	0	0	0	0	0	0	0	0	0	0	0.00%

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Inc/(Dec)		2011 Account Reallocati on		2011 Total Budget Variance		Budget 2012		2012 Inc/(Dec)		2012 Account Reallocati on		2012 Total Budget Variance		
7630		730	1,100	1,100	1,100	0	0	0	0	0	0.00%	1,100	0	0	0	0.00%	0	0	0	0.00%
7696		0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	0	0	0	0.00%
7698		0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	0	0	0	0.00%
7699		1,062	3,080	3,080	3,080	0	0	0	0	0	0.00%	3,080	0	0	0	0.00%	0	0	0	0.00%
7780		2,015	2,425	2,425	2,885	460	0	0	460	0	18.97%	3,070	185	0	185	6.41%	0	185	0	6.41%
Non Labour Account Subtotal		44,133	28,373	56,770	57,230	460	0	460	0	460	0.81%	57,415	185	0	185	0.32%	0	185	0	0.32%
Total Expense		160,612	145,892	176,010	179,455	3,445	0	3,445	0	3,445	1.96%	184,751	5,296	0	5,296	2.95%	0	5,296	0	2.95%
Net Total		119,360	117,841	176,010	179,455	3,445	0	3,445	0	3,445	1.96%	184,751	5,296	0	5,296	2.95%	0	5,296	0	2.95%

2011 Budget Variance Comments

Full Time Increase due to economic adjustment.

Benefits Minor adjustment

Trsf. To Reserves - Insurance Allowable increase to fund City insurance cost

2012 Budget Variance Comments

Full Time Increase due to economic adjustment.

Benefits Increase as per Guidelines

Trsf. To Reserves - Insurance Allowable increase to fund City insurance cost

2011-12 DRAFT OPERATING BUDGET

EMERGENCY PLANNING

EMERGENCY PLANNING

- FINANCIAL SUMMARY
- BUSINESS PLANS
- ADDITIONAL RESOURCE REQUESTS
 - Consultant to develop, conduct and evaluate an exercise (moved to 2013)

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011			2012				
				Budget 2011	2011 Inc/(Dec)	2011 Account Reallocati on	2011 Total Budget Variance	Budget 2012	2012 Inc/(Dec)	2012 Account Reallocati on	2012 Total Budget Variance
				\$	\$	\$	\$	\$	\$	\$	%
105 - Emergency Planning Revenue											
3781 Emergency Mgmt - Grants	(41,252)	(28,051)	0	0	0	0	0	0	0	0	0.00%
Revenue	(41,252)	(28,051)	0	0	0	0	0	0	0	0	0.00%
Labour Accounts											
7010 Full Time	87,753	89,972	89,510	91,870	2,360	0	2,360	0	3,692	0	4.02%
7015 Part Time	5,808	5,641	6,315	6,315	0	0	0	0	0	0	0.00%
7017 Benefits	22,918	21,906	23,415	24,040	625	0	625	0	1,419	0	5.90%
Labour Account Subtotal	116,479	117,519	119,240	122,225	2,985	0	2,985	0	5,111	0	4.18%
Non Labour Accounts											
7100 Mileage	0	0	0	0	0	0	0	0	0	0	0.00%
7103 407-ETR Toll Charges	0	0	0	0	0	0	0	0	0	0	0.00%
7105 Memberships/Dues/Fees	0	125	390	390	0	0	0	0	0	0	0.00%
7110 Meals & Meal Allowances	433	130	450	450	0	0	0	0	0	0	0.00%
7115 Training & Development	8,576	1,068	7,830	7,830	0	0	0	0	0	0	0.00%
7118 Emergency Exer - Training	4,390	2,838	11,500	11,500	0	0	0	0	0	0	0.00%
7119 Public Awareness - Training	8,169	6,374	10,680	10,680	0	0	0	0	0	0	0.00%
7120 Telephone Charges	0	0	200	200	0	0	0	0	0	0	0.00%
7122 Cellular Telephones	0	0	0	0	0	0	0	0	0	0	0.00%
7125 Subscriptions/Publications	316	498	390	390	0	0	0	0	0	0	0.00%
7130 Seminars & Workshops	1,096	978	1,170	1,170	0	0	0	0	0	0	0.00%
7135 Advertising	0	0	0	0	0	0	0	0	0	0	0.00%
7200 Office Supplies	1,571	661	980	980	0	0	0	0	0	0	0.00%
7205 Computer Supplies	0	0	200	200	0	0	0	0	0	0	0.00%
7210 Office Equip. & Furniture	152	104	0	0	0	0	0	0	0	0	0.00%
7211 Computer Hardware/Software	449	1,285	1,200	1,200	0	0	0	0	0	0	0.00%
7220 Copier/Fax Lease Charges	0	0	0	0	0	0	0	0	0	0	0.00%
7222 Printing	1,183	2,916	2,430	2,430	0	0	0	0	0	0	0.00%
7300 Protect. Clothing/Uniforms	0	0	200	200	0	0	0	0	0	0	0.00%
7305 Breathing & Medical Supplies	0	0	0	0	0	0	0	0	0	0	0.00%
7315 Preventative Mtce. A	2,416	838	4,225	4,225	0	0	0	0	0	0	0.00%
7325 Janitorial Supplies	0	0	0	0	0	0	0	0	0	0	0.00%
7330 Materials and Supplies	0	0	0	0	0	0	0	0	0	0	0.00%
7335 Small Tools and Equipment	11,575	7,087	8,320	8,320	0	0	0	0	0	0	0.00%
7345 Radio Operations	0	0	0	0	0	0	0	0	0	0	0.00%
7410 Rental, Leases - Equipment	0	0	0	0	0	0	0	0	0	0	0.00%
7520 Professional Fees	0	0	0	0	0	0	0	0	0	0	0.00%
7550 Fire Prevention	0	0	0	0	0	0	0	0	0	0	0.00%
7560 Gas/Diesel - Vehicles	0	0	0	0	0	0	0	0	0	0	0.00%

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Inc/(Dec)		2011 Account Reallocati on		2011 Total Budget Variance		Budget 2012		2012 Inc/(Dec)		2012 Account Reallocati on		2012 Total Budget Variance	
7630	730	669	1,100	1,100	1,100	0	0	0	0	0	0.00%	1,100	0	0	0	0.00%			
7696	0	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%			
7698	0	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%			
7699	1,062	377	3,080	3,080	3,080	0	0	0	0	0	0.00%	3,080	0	0	0	0.00%			
7780	2,015	2,425	2,425	2,885	2,885	460	0	460	0	460	18.97%	3,070	185	0	185	6.41%			
Non Labour Account Subtotal	44,133	28,373	56,770	57,230	57,230	460	0	460	0	460	0.81%	57,415	185	0	185	0.32%			
Total Expense	160,612	145,892	176,010	179,455	179,455	3,445	0	3,445	0	3,445	1.96%	184,751	5,296	0	5,296	2.95%			
Net Total	119,360	117,841	176,010	179,455	179,455	3,445	0	3,445	0	3,445	1.96%	184,751	5,296	0	5,296	2.95%			

2011 Budget Variance Comments

Full Time Increase due to economic adjustment.
Benefits Minor adjustment
Trsf. To Reserves - Insurance Allowable increase to fund City insurance cost

2012 Budget Variance Comments

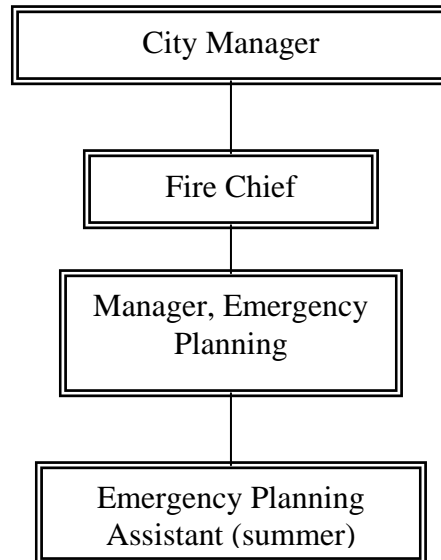
Full Time Increase due to economic adjustment.
Benefits Increase as per Guidelines
Trsf. To Reserves - Insurance Allowable increase to fund City insurance cost

BUSINESS OVERVIEW

Service Statement:

The Emergency Planning Program is responsible for developing, implementing, maintaining, and evaluating plans, procedures, programs and strategies to prevent, mitigate, prepare for, respond to and recover from natural, technological and human-caused emergencies that can affect the municipality. The program must maintain compliance with the *Emergency Management and Civil Protection Act and Regulations*. The program is also responsible for coordinating with all business units to develop, implement, maintain and evaluate Business Continuity Plans.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	1	1	1	1	0	0
Part Time	0.33	0.33	0.33	0.3	0	0
Overtime						

Key Stakeholders:

- Council, All City Commissions/Divisions, Vaughan Public Libraries
- Region of York: Police, EMS, Community and Health Services, Emergency Management and GIS
- Private Industry, Utilities, Community Agencies and Non-Government Organizations,
- Emergency Management Ontario, Neighbouring municipal Emergency Management Programs
- Media
- Public and community groups

- Work Plan:**

Link to Vaughan Vision 2020:

Pursue excellence in service delivery.
 Enhance and Ensure Community Safety, Health and Wellness.
 Support the professional development of staff.
 Enhance productivity, cost effectiveness and innovation.

Future Pressures and Opportunities:

1. Developing a Flood Emergency Response Plan as stated in the Draft Official Plan
2. Review and revision of Severe Storm Plan based on recommendations in the Stormwater Drainage Study
3. Increase delivery of emergency public awareness and education in the community
4. Meeting increasing requests from Long Term Care Facilities and Industry to conduct joint emergency exercises with City departments
5. Coordinating emergency planning with future hospital
6. Coordinating emergency planning with TTC and Metrolinks related to the extension of the subway into Vaughan

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	<u>Year</u>	<u>Status</u>	<u>Outcome/Results</u>
1. Maintain essential level emergency management program elements in accordance with the Act and Regulations	2010	Completion Q4/10	Confirmation by Emergency Management Ontario.
2. Implement Council approved action items from the August 20, 2009 Tornado after Action Report. <ol style="list-style-type: none"> Revise the Emergency Response Plan Revise Department Sub Plans Develop an outreach procedure for services available in emergency shelters Revise notification procedure to include scribes and runners Revise Emergency Operations Centre procedures Annual training for Emergency Management Team and Staff Training twice/year for scribes Conduct up to three exercises annually Incorporate recommendations into design and equipping of permanent EOC with in approved budget. Inclusion of Insurance Industry and Insurance Bureau of Canada (IBC) into emergency response procedures 	2010 2010 2011 2010 2011 2010 2010 2010 2010 2010	Completion Q3/10 Q4/10 In progress Q3/10 In progress Q4/10 Q1/10 Q4/10 Q3/10 Q4/10 Q3/10	a. Plan approved by Council, By-Law amended b. All Sub Plans updated c. Procedure developed and implemented d. Developed, implemented and tested e. Updated procedures, f. staff trained in procedures and revised plan g. First scribe training completed Feb 10 h. Two exercises conducted i. In progress j. IBC included in revised Plan k.
3. Complete CSA Z1600 Standards in progress	Defer	In progress	Deferred to 2011 due to

Emergency Planning

2011-12 Business Plan

	to 2011		Tornado Emergency After Action Items implementation
--	------------	--	---

2011-12 Business Plan Objectives:

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Top 3 Objectives)			
1. Maintain essential level emergency management program elements in accordance with the Act and Regulations. <ol style="list-style-type: none"> a. Maintain Community Emergency Management Coordinators b. Maintain Emergency Management Program Committee c. Review and revise the community hazard risk analysis, critical infrastructure database and vulnerable populations database d. Review and revise emergency plans and procedures e. Maintain an emergency operations centre f. Conduct annual training for the Emergency Management Team, staff and bi-annual training for scribes g. Conduct up to three exercises annually for City staff h. Maintain Public Information Officers i. Deliver a public education program that addresses the City's identified hazards and risks 	Q4/11	Confirmation by Emergency Management Ontario	<ul style="list-style-type: none"> • ARR #2 Consultant to design conduct and provide an evaluation report on the Emergency Management Team Exercise. • Emergency Management Team and city staff. • Emergency Planning Working Group • Emergency Management Program • Manager Emergency Planning
2 Develop Emergency Planning Program to meet CSA Z1600 Standards <ol style="list-style-type: none"> a. Hazard specific Emergency Flood Response Plan (also per draft Official Plan) b. Procedure Manual 	Q3/11 Q3/11	Approved Plan Approved Procedures	<ul style="list-style-type: none"> • Manager of Emergency Planning • Emergency Planning Working Group • Emergency Management Program Committee
3. Develop accessible alternate formats and communication supports and services for public on emergency and public safety information.	Q4/11	Emergency and public safety information conforms to accessibility standards	<ul style="list-style-type: none"> • Manager Emergency Planning
2012 (Top 3 Objectives)			
1. Maintain essential level emergency management program elements in accordance with the Act and Regulations. <ol style="list-style-type: none"> a. Maintain Community Emergency Management Coordinators 	Q4/12	Confirmation by Emergency Management Ontario	<ul style="list-style-type: none"> • Emergency Management Team and staff • Emergency Planning Working • Emergency Management Program Committee

Emergency Planning

2011-12 Business Plan

<ul style="list-style-type: none"> b. Maintain Emergency Management Program Committee c. Review and revise the community hazard risk analysis, critical infrastructure database and vulnerable populations database d. Review and revise emergency plans and procedures e. Maintain an emergency operations centre f. Conduct annual training for the Emergency Management Team, staff and bi-annual training for scribes g. Conduct up to three exercises annually for City staff h. Maintain Public Information Officers i. Deliver a public education program that addresses the City's identified hazards and risks 			<ul style="list-style-type: none"> • Manager Emergency Planning
<p>2. Develop business continuity plans for City activities based on criticality and projected recovery time objective.</p>	Q4/12	Business continuity plans for each department	<ul style="list-style-type: none"> • Senior staff from all departments • Manager Emergency Planning
<p>3. An independent third party to conduct an audit of the program.</p>	Q3/12	Independent audit of program and recommendations for future direction	<ul style="list-style-type: none"> • Manager Emergency Planning • ARR to be determined based on consultation with other Cities conducting reviews 10 2010/2011

Emergency Planning

2011-12 Business Plan

Key Performance Indicators:

	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Emergency Management Program						
Appoint a Community Emergency Management Coordinator (2005 addition of alternatives)	Primary Appointed Alternate Appointed 2 Additional Alternates appointed	Maintain Appointments of Primary and Alternate CEMC's	Maintain Appointments of Primary and Alternate CEMC's	Maintain Appointments of Primary and Alternate CEMC's	Maintain Appointments of Primary and Alternate CEMC's	Maintain Appointments of Primary and Alternate CEMC's
Establish and maintain an Emergency Management Program Committee	Emergency Planning Working Group and Emergency Management Program Committee maintained	Emergency Planning Working Group and Emergency Management Program Committee maintained	Emergency Planning Working Group and Emergency Management Program Committee maintained	Emergency Planning Working Group and Emergency Management Program Committee maintained	Emergency Planning Working Group and Emergency Management Program Committee maintained	Emergency Planning Working Group and Emergency Management Program Committee maintained
Perform and maintain a community risk profile	Under review and updated Q4/2007	Comprehensive review and revision completed Q4/08	Flood risk assessment in progress to be completed Q4/09	Reviewed annually and updated as necessary	Reviewed annually and updated as necessary	Reviewed annually and updated as necessary
Identify and maintain critical infrastructure identification	Under review and to be updated Q4/2007	Comprehensive review and revision to be completed Q4/08	Review and update of databases annually	Review and update of databases annually	Review and update of databases annually	Review and update of databases annually
Develop, review and update an Emergency Plan	Exercised and under review	Revised Plan Q4/08	Exercise Plan	Plan revised to include Council approved Action Items from Tornado Emergency	Review and exercise Plan	Revise plan based on exercise recommendations
An EOC with appropriate telecommunications	EOC Adhoc Committee to be struck Q3/Q4 2007	EOC Adhoc Committee to investigate other EOC'S for best practices. Temporary EOC created	Maintain temporary EOC, planning of permanent EOC	Planning of permanent EOC, move to new location	Maintain permanent EOC, upgrade telecommunications	Maintain permanent EOC
Staff Training	346 Staff Trained	270 staff trained	273 staff trained	250 staff to be trained	250 staff to be trained	250 staff to be trained
Annual Exercise (increasing in complexity)	3 exercises involving 288 participants	3 exercises involving 423 participants	2 exercises involving 300 City Staff, 2 exercise with external agencies and a declared emergency	2 exercises involving 110 participants, 2 exercise with external agencies	3 exercises involving approximately 200 participants and 2 agencies with external agencies	3 exercises involving approximately 200 participants and 2 external agencies
Designate a Public Information Officer	Maintained	Maintained	Maintained	Maintained	Maintained	Maintained
Public Awareness Program	14 events, 8000 pieces of information distributed. EM portal page created	35 events, 21,720 pieces of literature distributed.	26 events, 22,260 pieces of literature distributed	Complete VOL page, awareness message on VIVA buses for 3 months, 19 events and 24,486 pieces of literature distributed	Develop web page for program, 23 events and 26,940 pieces of literature distributed	23 events and 29,630 pieces of literature distributed

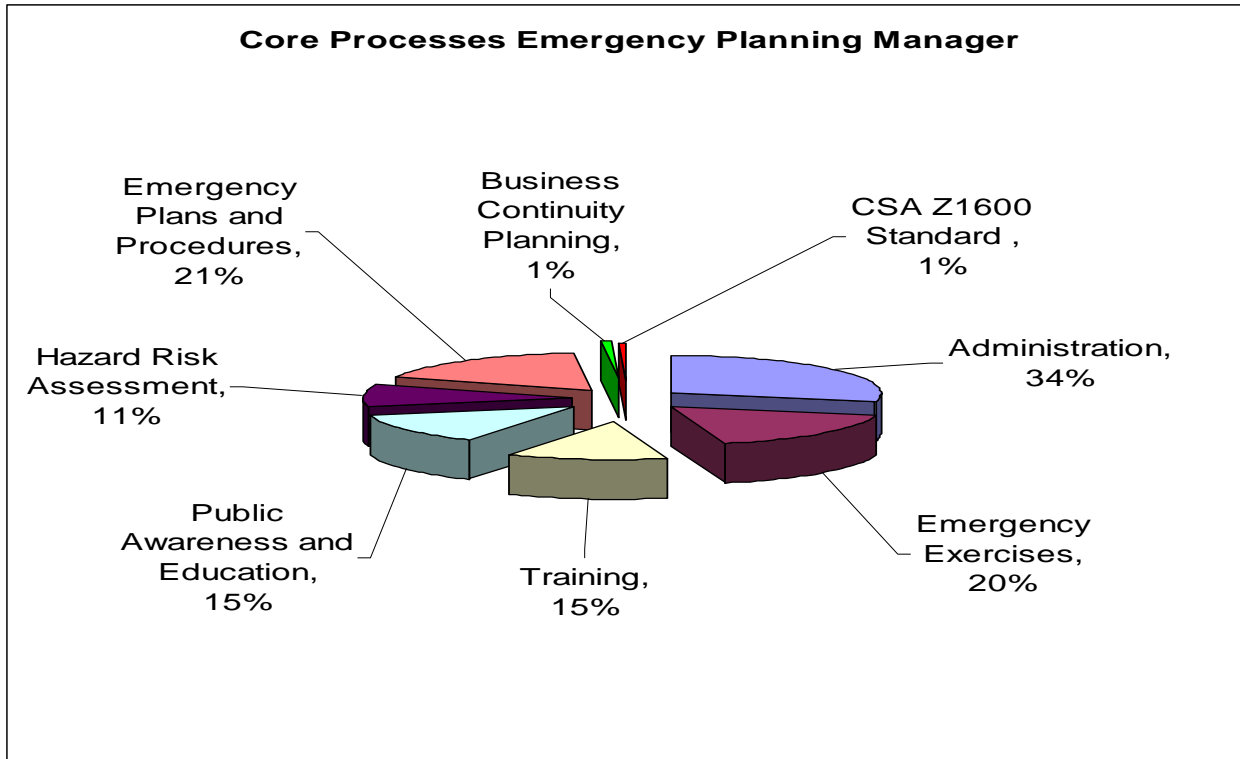
Emergency Planning

2011-12 Business Plan

	2007	2008	2009	2010	2011	2012
Performance Indicator Develop Program to meet CSA Z1600 Standard a. Hazard specific flood emergency response plan b. Recovery plan c. Procedure manual	a. Partially covered in Severe Storms Plan b. n/a c. Basic EOC procedures developed	a. Partially covered in Severe Storms Plan b. Research initiated, outline developed c. Additional procedures added	a. Partially covered in Severe Storms Plan b. Identification of roles and responsibilities during recovery c. Additional EOC procedures developed	a. Flood risk assessment completed b. Revise draft Recovery plan to include lessons learned from Tornado Emergency Review, revise and develop EOC procedures to include Tornado lessons learned	a. Complete Flood Emergency Response Plan b. Complete Recovery Plan c. Exercise EOC procedures	a. Exercise Flood Emergency Response Plan b. Exercise Recovery Plan c. Revise EOC procedures including lessons learned in 2011 exercise
Conduct a comprehensive review of the Business Impact Analysis for all business units	Validation of data obtained in the Business Impact Analysis	Maintain Data	Maintain data	Maintain data	Maintain data	Comprehensive review to identify organizational, technology, service delivery, criticality and recovery time objective changes
Develop business continuity plans for City activities based on criticality and projected recovery time objectives	Criticality of services and recovery time objectives ranked	Development of continuity strategies for high ranking critical activities with short recovery time objectives	Strategies maintained	Development of strategies for H1N1 Vaccine clinic	Strategies Maintained	Develop business continuity plan template and prioritize activities that require review of existing plans and development of plans

BUSINESS OVERVIEW:

Key Conclusions.



From the inception of the Emergency Planning Program in 2004, the Manager has been operating at approximately 120% capacity. The above chart does not include the hours of work performed by a summer student and unpaid volunteer field placement students over the course of a year.

The focus on the core processes of the program of administration, developing and maintaining emergency plans and procedures, developing, conducting and evaluating emergency exercises, public awareness and education and training staff in emergency plans and procedures has resulted in a gap between the City's emergency management capabilities and our business continuity capabilities.

Additional City-wide projects of Vaughan On Line, Accessibility of information (Public Awareness and Education) and the Flood Emergency Response Plan will require an increase of labour hours to these core processes and a reduction of labour hours devoted to all other core processes.

Notes about the Measure:

Performance measures for the program do not factor in reallocation of limited resources in the event of an emergency situation. In the event of an emergency situation, all program activities cease and all resources of the program are allocated to response and recovery activities.

Overall Conclusion:

The program has been operating overcapacity for six years. The program has met the primary objective of maintaining the mandatory essential level elements of an Emergency Management Program in accordance with the Emergency Management and Civil Protection Act.

Emergency Planning

2011-12 Business Plan

The objectives of business continuity planning and meeting the CSA Z1600 Standards have been deferred due to other Council approved priorities and limited resources. Additional staff resources are required to maintain service delivery levels and meet program objectives.

Commissioner Sign-off

Date (mm/dd/yy)



2011-12 DRAFT OPERATING BUDGET

COMMISSIONER OF FINANCE
& CITY TREASURER

➤ FINANCIAL SUMMARY

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011		2011 Total Budget		Budget 2012	2012		2012 Total Budget	
					Inc/(Dec)	Reallocat on	Variance	Inc/(Dec)		Reallocat on	Variance	%	
065 - Comm Fin & Corp Serv Revenue													
3572 Joint Service Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0.00%	0.00%	0	0	0	0	0.00%
Labour Accounts													
7010 Full Time	272,921	251,992	260,840	260,502	(338)	0	(338)	0	270,973	10,471	0	10,471	4.02%
7012 Overtime	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7015 Part Time	11,085	17,075	22,065	22,065	0	0	0.00%	22,065	0	0	0	0	0.00%
7017 Benefits	70,625	61,388	68,566	68,568	2	0	0.00%	72,593	4,025	0	4,025	5.87%	
Labour Account Subtotal	354,631	330,455	351,471	351,135	(336)	0	(336)	0	365,631	14,496	0	14,496	4.13%
Non Labour Accounts													
7100 Mileage	0	0	120	120	0	0	0.00%	120	0	0	0	0	0.00%
7103 407-ETR Toll Charges	108	28	600	600	0	0	0.00%	600	0	0	0	0	0.00%
7105 Memberships/Dues/Fees	1,329	1,228	2,440	2,440	0	0	0.00%	2,440	0	0	0	0	0.00%
7110 Meals & Meal Allowances	1,753	131	2,645	2,645	0	0	0.00%	2,645	0	0	0	0	0.00%
7115 Training & Development	53	36	1,600	1,600	0	0	0.00%	1,600	0	0	0	0	0.00%
7116 Corporate Training	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7117 Corporate Mgmt Migs	0	55	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7120 Telephone Charges	(85)	348	1,120	1,120	0	0	0.00%	1,120	0	0	0	0	0.00%
7122 Cellular Telephones	449	261	580	580	0	0	0.00%	580	0	0	0	0	0.00%
7125 Subscriptions/Publications	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7126 Mailings	0	0	540	540	0	0	0.00%	540	0	0	0	0	0.00%
7130 Seminars & Workshops	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7135 Advertising	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7140 Promotion & Education	6,000	7,492	4,000	4,000	0	0	0.00%	4,000	0	0	0	0	0.00%
7200 Office Supplies	31	332	1,470	1,470	0	0	0.00%	1,470	0	0	0	0	0.00%
7201 Conferences	877	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7205 Computer Supplies	0	106	500	500	0	0	0.00%	500	0	0	0	0	0.00%
7210 Office Equip. & Furniture	0	0	2,700	2,700	0	0	0.00%	2,700	0	0	0	0	0.00%
7211 Computer Hardware/Software	31	3,246	1,750	1,750	0	0	0.00%	1,750	0	0	0	0	0.00%
7214 Miscellaneous Equipment	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7215 Mtc. & Repairs - Equip.	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7220 Copier/Fax Lease Charges	58	0	1,630	1,630	0	0	0.00%	1,630	0	0	0	0	0.00%
7221 Corporate Promotions	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7222 Printing	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7226 Courier Services	0	0	150	150	0	0	0.00%	150	0	0	0	0	0.00%
7315 Preventative Mtce. A	376	118	2,000	2,000	0	0	0.00%	2,000	0	0	0	0	0.00%
7330 Materials and Supplies	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7415 Rental, Leases - Vehicles	9,861	11,698	9,315	8,595	(720)	0	(720)	8,595	0	0	0	0	0.00%
7530 Outside Services	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7531 Service Contracts	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7560 Gas/Diesel - Vehicles	3,613	2,191	7,455	7,455	0	0	0.00%	7,455	0	0	0	0	0.00%
7630 Wireless/Internet Commun.	1,206	233	2,000	2,000	0	0	0.00%	2,000	0	0	0	0	0.00%
7640 Cable TV/Satellite Service	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7695 Joint Service Expenses	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7696 GST Adjustment 2004	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7698 Grouped Expenses	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7699 Sundry Expenses	5,781	5,848	4,320	4,320	0	0	0.00%	4,320	0	0	0	0	0.00%
7700 Chgs. from Other Depts.	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7780 Trsf. to Reserves-Insurance	2,195	2,645	2,645	3,150	505	0	505	3,350	200	0	200	6.35%	
Non Labour Account Subtotal	33,636	35,996	49,580	49,365	(215)	0	(215)	49,565	200	0	200	0.41%	
Total Expense	388,267	366,451	401,051	400,500	(551)	0	(551)	415,196	14,696	0	14,696	3.67%	
Net Total	388,267	366,451	401,051	400,500	(551)	0	(551)	415,196	14,696	0	14,696	3.67%	

2011 Budget Variance Comments

Full Time
Benefits
Rental, leases – Vehicles
Trsf. To Reserves – Insurance

Decrease due to new hire at lower rate than in budget offset by economic adjustment
Decrease in relation to salaries changes
Decrease to adjust budget to actual lease charges, includes effect of HST implementation
Allowable increase to fund City insurance cost

2012 Budget Variance Comments

Full Time
Benefits
Trsf. To Reserves – Insurance

Increase due to economic adjustment
Increase as per Guidelines
Allowable increase to fund City insurance cost



2011-12 DRAFT OPERATING BUDGET

City Financial Services

- FINANCIAL SUMMARIES
- BUSINESS PLANS
- ADDITIONAL RESOURCE REQUESTS
 - Finance Business / Project Manager

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011		2011 Total Budget		2012		2012 Total Budget	
				Inc/(Dec)	Account Reallocation	Inc/(Dec)	Account Reallocation	Inc/(Dec)	Account Reallocation		Variance
				\$	\$	\$	\$	\$	\$	\$	%
070 - Finance											
Revenue											
3511 Service Charges	(299,332)	(404,930)	(532,554)	104,011	0	104,011	-19.53%	(5,120)	0	(5,120)	1.19%
3522 Trsf. fm Res. & Res. Funds	0	0	0	0	0	0	0.00%	0	0	0	0.00%
3574 Rev. from Recover. Expenses	(17,888)	(9,594)	(1,825)	(4,655)	0	(4,655)	255.07%	(495)	0	(495)	7.64%
3618 Dept. Misc. Revenues	(14,100)	0	0	0	0	0	0.00%	0	0	0	0.00%
Revenue	(331,320)	(414,524)	(534,379)	99,356	0	99,356	-18.59%	(5,615)	0	(5,615)	1.29%
Labour Accounts											
7010 Full Time	1,706,727	1,721,422	1,816,863	60,513	0	60,513	3.33%	83,672	0	83,672	4.46%
7012 Overtime	10,487	16,884	18,251	454	0	454	2.49%	280	0	280	1.50%
7015 Part Time	235,954	197,095	214,746	33,929	0	33,929	15.80%	1,065	0	1,065	0.43%
7017 Benefits	459,834	428,728	489,518	18,152	0	18,152	3.71%	31,001	0	31,001	6.11%
Labour Account Subtotal	2,413,002	2,364,129	2,539,378	113,048	0	113,048	4.45%	116,018	0	116,018	4.37%
Non Labour Accounts											
7100 Mileage	1,141	540	1,790	0	0	0	0.00%	1,790	0	1,790	0.00%
7103 407-ETR Toll Charges	0	20	0	0	0	0	0.00%	0	0	0	0.00%
7105 Memberships/Dues/Fees	2,780	3,267	3,052	3,052	0	3,052	0.00%	3,050	0	(2)	-0.07%
7110 Meals & Meal Allowances	523	252	1,617	3	0	3	0.19%	1,620	0	0	0.00%
7115 Training & Development	2,443	432	12,232	(2)	0	(2)	-0.02%	12,230	0	0	0.00%
7120 Telephone Charges	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7122 Cellular Telephones	216	363	400	400	0	400	0.00%	400	0	0	0.00%
7125 Subscriptions/Publications	585	716	1,392	(1)	0	(1)	-0.07%	1,390	0	(1)	-0.07%
7130 Seminars & Workshops	816	757	3,100	3,100	0	3,100	0.00%	3,100	0	0	0.00%
7135 Advertising	4,542	4,447	4,500	0	0	0	0.00%	4,500	0	0	0.00%
7140 Promotion & Education	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7200 Office Supplies	11,203	8,875	14,338	(1)	0	(1)	-0.01%	14,340	2	2	0.01%
7205 Computer Supplies	4,198	2,462	10,531	0	0	0	0.00%	10,530	0	(1)	-0.01%
7210 Office Equip. & Furniture	7,340	3,603	7,550	0	0	0	0.00%	7,550	0	0	0.00%
7211 Computer Hardware/Software	18,880	5,196	29,642	(4,997)	0	(4,997)	-16.86%	24,645	0	0	0.00%
7215 Mtlce. & Repairs - Equip.	112	0	795	(1)	0	(1)	-0.13%	795	0	0	0.00%
7218 Collection Fees	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7220 Copier/Fax Lease Charges	15,935	15,933	15,084	1	0	1	0.01%	15,085	0	0	0.00%
7222 Printing	34,751	28,861	45,788	2	0	2	0.00%	45,790	0	0	0.00%
7235 Archival Expenses	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7331 Contractor & Contract. Mat.	26,058	19,074	35,000	0	0	0	0.00%	35,000	0	0	0.00%
7333 Contract Services	8,760	23,472	12,504	1	0	1	0.01%	12,505	0	0	0.00%
7409 Assessment Appeals	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7410 Rental, Leases - Equipment	650	675	800	0	0	0	0.00%	800	0	0	0.00%
7520 Professional Fees	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7531 Service Contracts	27,701	19,958	23,739	0	0	0	0.00%	23,740	1	1	0.00%
7630 Wireless/Internet Commun.	796	623	1,001	0	0	0	0.00%	1,000	(1)	(1)	-0.10%
7696 GST Adjustment 2004	0	0	0	0	0	0	0.00%	0	0	0	0.00%

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011 Inc/(Dec)	2011 Account Reallocati on	2011 Total Budget Variance	Budget 2012	2012 Inc/(Dec)	2012 Account Reallocati on	2012 Total Budget Variance
7698	0	0	0	0	0	0	0	0	0	0	0
7699	961	594	5,400	5,400	0	0	5,400	0	0	0	0
7700	0	0	0	0	0	0	0	0	0	0	0
7712	(22,270)	(7,572)	(22,270)	(22,270)	0	0	(22,270)	0	0	0	0
7785	0	0	0	0	0	0	0	0	0	0	0
7790	0	0	0	0	0	0	0	0	0	0	0
Non Labour Account Subtotal	148,121	132,548	207,987	202,992	(4,995)	0	(4,995)	202,990	(2)	0	(2)
Total Expense	2,561,123	2,496,677	2,747,365	2,855,418	108,053	0	108,053	2,971,434	116,016	0	116,016
											4.06%

2011 Budget Variance Comments

Service Charges Error correction in new user fee implemented in 2010 and minor decrease based on lower projected volumes
Rev. from Recover. Expenses Increase based on higher projected volumes
Full Time Increase due to economic adjustment and progressions
Overtime Increase due to union agreement rate changes
Part Time Increase due to impact of 2010 ARR for Special Project Analyst contract position, increase due to rate increase and vacation pay rate increase
Benefits Increase in relation to salary changes

2012 Budget Variance Comments

Service Charges Increase based on higher projected volumes
Rev. from Recover. Expenses Increase based on higher projected volumes
Full Time Increase due to economic adjustment and progressions
Overtime Increase due to union agreement rate changes
Part Time Increase due to rate increase and vacation pay rate increase
Benefits Increase in relation to salary changes

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011			2011 Account Reallocati on			2011 Total Budget Variance			Budget 2012			2012 Account Reallocati on			2012 Total Budget Variance		
				Budget 2011	Inc/(Dec)	Reallocati on	Inc/(Dec)	Reallocati on	Total	Inc/(Dec)	Reallocati on	Total	Budget 2012	Inc/(Dec)	Reallocati on	Total	Inc/(Dec)	Reallocati on	Total		
070112 - Accounting Services																					
Labour Accounts																					
7010 Full Time	572,569	657,763	765,527	796,463	30,936	0	30,936	0	30,936	4.04%	834,316	37,853	0	37,853	4.75%						
7012 Overtime	866	3,308	7,500	7,500	0	0	0	0	0	0.00%	7,500	0	0	0	0.00%						
7015 Part Time	175,512	116,776	123,454	151,975	28,521	0	28,521	0	28,521	23.10%	152,680	705	0	705	0.46%						
7017 Benefits	162,549	166,840	210,191	219,920	9,729	0	9,729	0	9,729	4.63%	233,618	13,698	0	13,698	6.23%						
Labour Account Subtotal	911,496	944,687	1,106,672	1,175,858	69,186	0	69,186	0	69,186	6.25%	1,228,114	52,256	0	52,256	4.44%						
Non Labour Accounts																					
7100 Mileage	101	109	200	200	0	0	0	0	0	0.00%	200	0	0	0	0.00%						
7103 407-ETR Toll Charges	0	20	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%						
7105 Memberships/Dues/Fees	0	343	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%						
7110 Meals & Meal Allowances	0	31	268	270	2	0	2	0	2	0.75%	270	0	0	0	0.00%						
7115 Training & Development	636	36	5,732	5,730	(2)	0	(2)	0	(2)	-0.03%	5,730	0	0	0	0.00%						
7125 Subscriptions/Publications	218	214	290	290	0	0	0	0	0	0.00%	290	0	0	0	0.00%						
7130 Seminars & Workshops	0	0	1,000	1,000	0	0	0	0	0	0.00%	1,000	0	0	0	0.00%						
7200 Office Supplies	2,631	2,674	6,456	6,455	(1)	0	(1)	0	(1)	-0.02%	6,455	0	0	0	0.00%						
7205 Computer Supplies	2,756	2,462	2,640	2,640	0	0	0	0	0	0.00%	2,640	0	0	0	0.00%						
7210 Office Equip. & Furniture	7,340	3,553	5,300	5,300	0	0	0	0	0	0.00%	5,300	0	0	0	0.00%						
7211 Computer Hardware/Software	13,486	3,026	17,844	12,845	(4,999)	0	(4,999)	0	(4,999)	-28.02%	12,845	0	0	0	0.00%						
7215 Mtce. & Repairs - Equip.	112	0	592	590	(2)	0	(2)	0	(2)	-0.34%	590	0	0	0	0.00%						
7220 Copier/Fax Lease Charges	0	559	984	985	1	0	1	0	1	0.10%	985	0	0	0	0.00%						
7222 Printing	7,862	7,339	10,788	10,790	2	0	2	0	2	0.02%	10,790	0	0	0	0.00%						
7333 Contract Services	8,760	23,472	12,504	12,505	1	0	1	0	1	0.01%	12,505	0	0	0	0.00%						
7699 Sundry Expenses	375	270	540	540	0	0	0	0	0	0.00%	540	0	0	0	0.00%						
Non Labour Account Subtotal	44,277	44,108	65,138	60,140	(4,998)	0	(4,998)	0	(4,998)	-7.67%	60,140	0	0	0	0.00%						
Total Expense	955,773	988,795	1,171,810	1,235,998	64,188	0	64,188	0	64,188	5.48%	1,288,254	52,256	0	52,256	4.23%						
Net Total	955,773	988,795	1,171,810	1,235,998	64,188	0	64,188	0	64,188	5.48%	1,288,254	52,256	0	52,256	4.23%						

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011		2011 Total Budget		2012		2012 Total Budget	
					Inc/(Dec)	Account Reallocation	Variance	Inc/(Dec)	Account Reallocation	Variance		
					\$	\$	\$	\$	\$	\$	\$	%
Revenue												
3511 Service Charges	(299,332)	(401,720)	(532,554)	(428,543)	104,011	0	104,011	-19.53%	(5,120)	0	(5,120)	1.19%
3574 Rev. from Recover. Expenses	(17,888)	(9,594)	(1,825)	(6,480)	(4,655)	0	(4,655)	255.07%	(495)	0	(495)	7.64%
3618 Dept. Misc. Revenues	(14,100)	0	0	0	0	0	0	0.00%	0	0	0	0.00%
Revenue	(331,320)	(411,314)	(534,379)	(435,023)	99,356	0	99,356	-18.59%	(5,615)	0	(5,615)	1.29%
Labour Accounts												
7010 Full Time	845,277	823,522	844,347	866,544	22,197	0	22,197	2.63%	34,536	0	34,536	3.99%
7012 Overtime	9,621	13,576	8,771	8,770	(1)	0	(1)	-0.01%	0	0	0	0.00%
7015 Part Time	14,049	34,200	28,220	30,490	2,270	0	2,270	8.04%	360	0	360	1.18%
7017 Benefits	219,306	201,896	220,170	226,162	5,992	0	5,992	2.72%	13,342	0	13,342	5.90%
Labour Account Subtotal	1,088,253	1,073,194	1,101,508	1,131,966	30,458	0	30,458	2.77%	48,238	0	48,238	4.26%
Non Labour Accounts												
7100 Mileage	931	397	1,300	1,300	0	0	0	0.00%	0	0	0	0.00%
7105 Memberships/Dues/Fees	1,718	1,818	1,952	1,952	0	0	0	0.00%	(2)	0	(2)	-0.10%
7110 Meals & Meal Allowances	169	126	720	720	0	0	0	0.00%	0	0	0	0.00%
7115 Training & Development	1,436	252	3,500	3,500	0	0	0	0.00%	0	0	0	0.00%
7125 Subscriptions/Publications	294	263	551	551	0	0	0	0.00%	(1)	0	(1)	-0.18%
7130 Seminars & Workshops	686	669	1,500	1,500	0	0	0	0.00%	0	0	0	0.00%
7135 Advertising	4,542	4,447	4,500	4,500	0	0	0	0.00%	0	0	0	0.00%
7200 Office Supplies	5,517	4,142	4,884	4,884	0	0	0	0.00%	1	0	1	0.02%
7205 Computer Supplies	1,441	0	4,891	4,891	0	0	0	0.00%	(1)	0	(1)	-0.02%
7210 Office Equip. & Furniture	0	50	1,350	1,350	0	0	0	0.00%	0	0	0	0.00%
7211 Computer Hardware/Software	3,892	1,062	9,798	9,800	2	0	2	0.02%	0	0	0	0.00%
7215 Mtce. & Repairs - Equip.	0	0	204	205	1	0	1	0.49%	0	0	0	0.00%
7220 Copier/Fax Lease Charges	270	893	600	600	0	0	0	0.00%	0	0	0	0.00%
7222 Printing	26,889	21,522	35,000	35,000	0	0	0	0.00%	0	0	0	0.00%
7331 Contractor & Contract. Mat.	26,058	19,074	35,000	35,000	0	0	0	0.00%	0	0	0	0.00%
7410 Rental, Leases - Equipment	650	675	800	800	0	0	0	0.00%	0	0	0	0.00%
7531 Service Contracts	27,701	19,983	23,739	23,739	0	0	0	0.00%	1	0	1	0.00%
7630 Wireless/Internet Commun.	796	623	1,001	1,001	0	0	0	0.00%	(1)	0	(1)	-0.10%
7699 Sundry Expenses	30	84	900	900	0	0	0	0.00%	0	0	0	0.00%
7785 Trsf. to Reserves-Other	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
Non Labour Account Subtotal	103,020	76,080	132,190	132,193	3	0	3	0.00%	(3)	0	(3)	0.00%
Total Expense	1,191,273	1,149,274	1,233,698	1,264,159	30,461	0	30,461	2.47%	48,235	0	48,235	3.82%
Net Total	859,953	737,960	699,319	829,136	129,817	0	129,817	18.56%	42,620	0	42,620	5.14%

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011			2012				
				Budget 2011	2011 Inc/(Dec)	Account Reallocation	2012 Inc/(Dec)	Account Reallocation	2012 Total Budget Variance		
				\$	\$	%	\$	\$	\$	%	
070116 - Payroll Services											
Labour Accounts											
7010 Full Time	59,799	62,421	60,979	62,592	1,613	0	1,613	2,528	0	2,528	4.04%
7012 Overtime	0	0	1,980	1,980	0	0	0	0	0	0	0.00%
7017 Benefits	15,249	14,805	16,053	16,466	413	0	413	980	0	980	5.95%
Labour Account Subtotal	75,048	77,226	79,012	81,038	2,026	0	2,026	3,508	0	3,508	4.33%
Non Labour Accounts											
7200 Office Supplies	20	0	0	0	0	0	0	0	0	0	0.00%
7712 Joint Serv. Recovery-Library	(16,270)	(5,532)	(16,270)	(16,270)	0	0	0	0	0	0	0.00%
Non Labour Account Subtotal	(16,250)	(5,532)	(16,270)	(16,270)	0	0	0	0	0	0	0.00%
Total Expense	58,798	71,694	62,742	64,768	2,026	0	2,026	3,508	0	3,508	5.42%
Net Total	58,798	71,694	62,742	64,768	2,026	0	2,026	3,508	0	3,508	5.42%

ACCOUNTING SERVICES

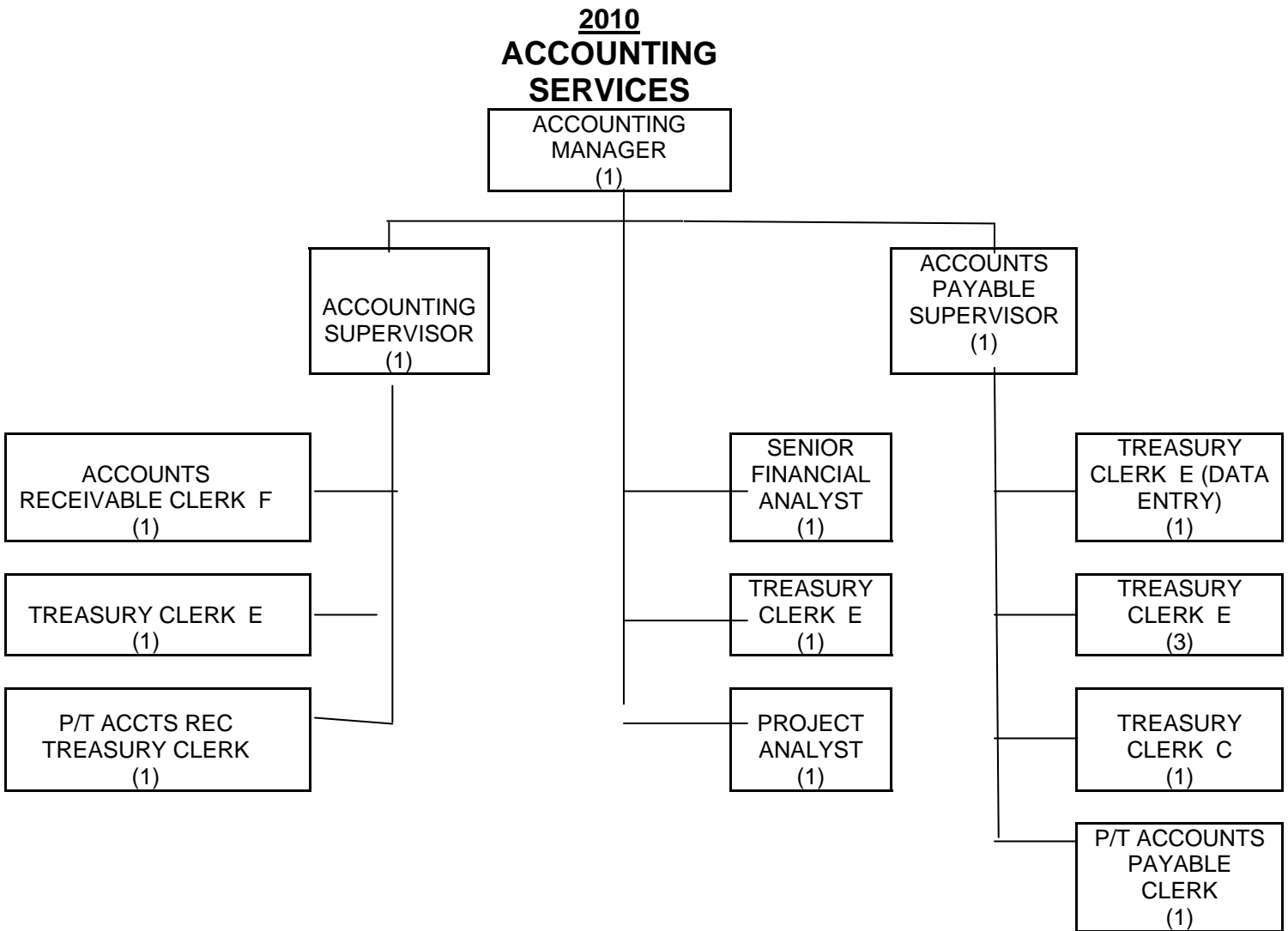
2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement: (Describe the core responsibilities for your department)

Provide processing & payment of City's accounts payable, corporate accounting services and financial reporting

Service Profile: (Provide the Organizational Chart for your department)



2011-12 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	11.0	11.0	11.52	12.00	1	
Part Time	1.833	1.833	1.833	2.833	-1	
Overtime	\$12,259	\$13,885	\$7,500	\$7,500		

Key Stakeholders: (detail major internal and external stakeholders who interact with the department—key people impacted and involved)

Council, senior management, departmental management, Ontario Ministry of Municipal Affairs and Housing, York Region, PowerStream & other suppliers

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

PURSUE EXCELLENCE IN SERVICE DELIVERY

ENSURE FINANCIAL SUSTAINABILITY

Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

ADDITIONAL GOVERNMENT MANDATED REPORTING REQUIREMENTS (I.E. PSAB 3150 TANGIBLE CAPITAL ASSET REPORTING) HAS ADDED ADDITIONAL CHALLENGES WITHIN THE DEPARTMENT'S WORKLOAD

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Comply with all statutory financial reporting requirements including any legislative changes	2010	Ongoing	2009 FIR/MPMP reports submitted by July 31, 2009 (due date June 30, 2010)

2011-12 Business Plan

Prepare for revision of statutory financial reports due to implementation of PSAB 3150 - completion May 2010	2010	ongoing	2009 FIR/MPMP reports submitted by July 31, 2009 (due date June 30, 2010) Established project team now working with Capital department
Assumption and transition of Civic Centre cashiering function from PowerStream.	2010	delayed	
Development of plan for point of sale technology	2010	delayed	
Review General Ledger account codes and structure to improve financial reporting capabilities – phase 1	2010	delayed	

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Comply with all statutory financial reporting requirements including any legislative changes	May 2011		Accounting & Capital/reserves staff
2. Make use additional JDE software resources for revision of statutory financial reports due to implementation of PSAB 3150	May 2011 thru 2012		Accounting, Capital/reserves staff, ITM
3. Review General Ledger account codes and structure to improve financial reporting capabilities – phase 1	June 2011 thru Nov 2011		Accounting, Capital/reserves staff, ITM, new project Mgr.
Other			
2012 (Top 3 Objectives)			
1. Comply with all statutory financial reporting requirements including any legislative changes	May 2012		Accounting & Capital/reserves staff
2. Make use additional JDE software resources for revision of statutory financial reports due to implementation of PSAB 3150	May 2011 thru 2012		Accounting, Capital/reserves staff, ITM
3. Assumption and transition of Civic Centre cashiering function from PowerStream.	2012		Accounting staff, ITM, PowerStream
Other			

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

1. DUE DATES FOR SUBMISSION OF ANNUAL STATUTORY FINANCIAL REPORTS
2. TOTAL NUMBER OF ACCOUNTS PAYABLE INVOICES PROCESSED PER FTE
3. MONTHLY CORPORATE AND DEPARTMENTAL FINANCIAL REPORTS AVAILABLE TO MANAGEMENT PER PRESCRIBED SCHEDULE
4. TOTAL NUMBER OF ACCOUNTS RECEIVABLE (A/R) INVOICES ISSUED ANNUALLY PER FTE
5. TOTAL YE DOLLAR AMOUNT OF AR OUTSTANDING OVER 90 DAYS AS PERCENTAGE OF TOTAL A/R DOLLAR AMOUNT OUTSTANDING.

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

TOTAL NUMBER OF ACCOUNTS PAYABLE INVOICES PROCESSED PER FTE (SEE ATTACHED SCH 1):

AFTER STEADILY INCREASING THROUGH 2006, THE ADDITION OF AN ACCOUNTS PAYABLE SUPERVISOR COMBINED WITH AN ALMOST 10% REDUCTION IN THE NUMBER OF INVOICES BEING PROCESSED THROUGH THE DEPARTMENT SAW THE MEASURE DECREASE IN 2007. WITH THE NUMBER OF A/P INVOICES BEING SUBMITTED TO THE CITY INCREASING AGAIN A PORTION OF AN FTE COMPLIMENT ALLOCATED TO OTHER FINANCE AREAS HAS BEEN REALLOCATED BACK TO AP. PROJECTION FOR 2010 SHOWS A SLIGHT DECREASE.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

Commissioner Sign-off

Date (mm/dd/yy)

2011-12 Business Plan

BUSINESS OVERVIEW

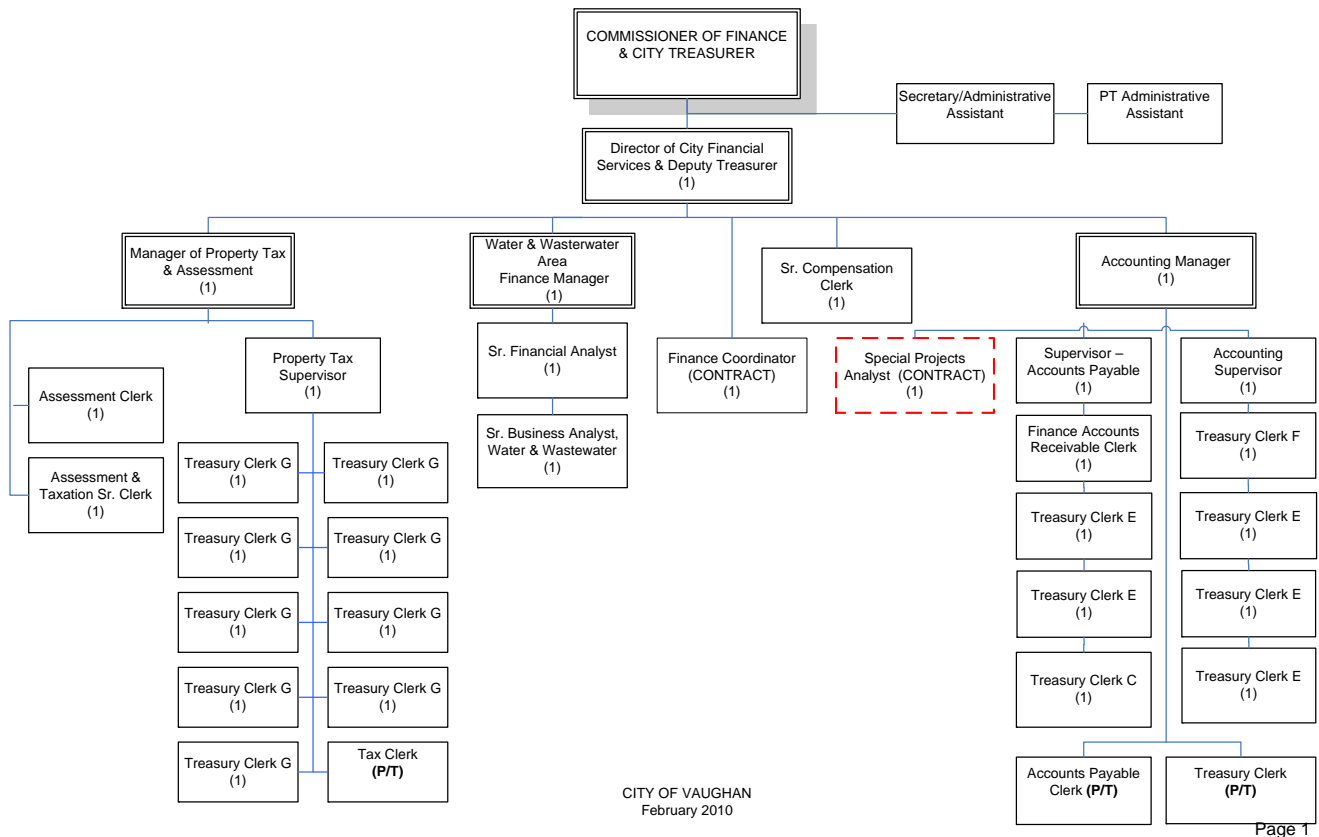
Service Statement: (Describe the core responsibilities for your department)

Provide for property tax billing, collection and property assessment services under the jurisdiction of multiple provincial statutes.

Service Profile: (Provide the Organizational Chart for your department)



FINANCIAL SERVICES DEPARTMENT ORGANIZATIONAL CHART



Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	13	13	13	13	13	13
Part Time	0.69	0.69	0.69	0.69	0.69	0.69

2011-12 Business Plan

Overtime	.6	.6	.6	.6	.6	.6
----------	----	----	----	----	----	----

Key Stakeholders: (detail major internal and external stakeholders who interact with the department—key people impacted and involved)

- Taxpayers / Ratepayers, Suppliers, Municipalities
- Mayor and Members of Council
- City Departments
- Municipal Property Assessment Corporation
- Other Municipalities, Region of York and School Boards
- Government Agencies
- Associations (AMTCO, AMCTO, IMA, MFOA, AMO)

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

Service Excellence: Pursue Excellence in Service Delivery

Management Excellence: Ensure Financial Sustainability
Enhance Productivity, Cost Effectiveness & Innovation

Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

The City’s population continues to increase in size which in turn increases the number of tax bills to be issued and potential arrears. Staff size has remained the same for the last 5 years; this increase in population without any change in resources will increase work load and work pressures. This may impact collection procedures, directly causing an increase in tax receivables.

The increase in property tax accounts also intensifies the concentration and expertise essential to provide excellence in Customer Service delivery with respect to phone calls and inquiries at counter.

Growth must also be maintained in the assessment base to ensure proper increases are attributed to the roll. This will ensure that tax rate increases are kept to a minimum. Site visits and re-inspections must be increased for assessment value inspection purposes but cannot occur due to lack of resources.

2011-12 Business Plan

An opportunity to increase staff resources is essential to pursue Excellence in Service Delivery as well as enhance productivity and cost effectiveness.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Levy and bill property taxes according to Legislation for all property classes	2010	Continuing	\$ 620 million billed
Promotion and encouragement of Pre-Authorization payment plan for taxes	2010	Continuing	1.4% increase in participation
Protect and enhance the assessment base for the City of Vaughan	2010	Continuing	Growth over 4.17%

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Levy and bill property taxes according to Legislation for all property classes	2011	City portion tax levies expected to increase 2-3%; there is expected increase to Regional levies and collection	ALL staff
2. Percentage of outstanding tax levies indicated by % o/s vs amount billed	2011	Increase in population directly increases # of tax bills issued and not paid; Collection efforts must increase in order to keep Tax Receivables % in line	ALL staff
3. PAP program participation; Customer service levels phone & front counter;	Q2 2011	Increase participation in PAP payment program; increase in service level in phone calls/inquiry counter	ALL staff

2011-12 Business Plan

4. Protect and enhance the assessment base for the City of Vaughan	Q3 2011	Increase site inspections; more hands-on approach with ARB / MPAC; increase in assessment growth necessary to keep the tax rate increase minimum	ARO Staff
2012 (Top 3 Objectives)			
1. Levy and bill property taxes according to Legislation for all property classes	2012	City portion tax levies expected to increase 2-3%; there is expected increase to Regional levies and collection	ALL staff
2. Percentage of outstanding tax levies indicated by % o/s vs amount billed	2012	Increase in population directly increases # of tax bills issued and not paid; Collection efforts must increase in order to keep Tax Receivables % in line	ALL staff
3. Protect and enhance the assessment base for the City of Vaughan	Q3 2012	Increase site inspections; more hands-on approach with ARB / MPAC; increase in assessment growth necessary to keep the tax rate increase minimum	ARO Staff
Other			

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

Efficient and timely issuance of property tax bills; provides positive economic impact to the City, provides necessary cash flow to meet City's needs and its financial obligations to the Region and the Province

Effective collection procedures and policies is indicated by percentage of outstanding taxes against taxes billed (tax receivables)

Increase participation in Pre-Authorized payment plans increase monthly cash flow

Promotion of effective customer service (i.e. Tax Queue, Inquiry Counter, Access Vaughan) increases efficiency through diminished outstanding workloads and tax collection efforts

Strong relationships with MPAC and more direct involvement with assessment issues, protects as well as promotes growth in the assessment base; this has a direct impact on budget increases to the tax rate

2011-12 Business Plan**BUSINESS OVERVIEW:**

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

- * increase in population/housing causing increase in billing numbers i.e. dollar amounts, number of bills without any increase in staffing levels
- * increase in billing numbers will cause an increase in importance of Collection policies and administration
- * trend of economic forecast will also influence collection policy and effort
- * payment processing, applications and procedures will become increasingly crucial

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

- * Performance measures in Taxation are entirely dependent on legislation mandated by each Provincial government
- * this can directly impact the billing and collection procedures and timing which can then affect the tax levy and receivable percentages

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

Performance measures in Taxation are entirely dependent on legislation mandated by each Provincial government, which can directly impact all collection efforts and affect tax receivable percentages.

Economic forecast and downturns will also influence receivable percentages as well as collection efforts.

Enhancement and promotion of Pre-Authorized payment plans to assist the taxpayer with budget.

Increases in population will increase number of billing accounts will enhance collection procedures and effort.



**Financial Services
- Property Tax & Assessment -**

2011-12 Business Plan

Commissioner Sign-off

Date (mm/dd/yy)



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (If applicable)

Department **Business Unit Name**

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	109,098	-	109,098	-	109,098
Other continuous costs	-	-	-	-	-
One-time expenses	-	-	-	-	-
Offsets/reductions	(109,098)	-	(109,098)	-	(109,098)
Net Operating Budget	\$ 0	\$ -	\$ 0	\$ -	\$ 0
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

As result of the increase in complexity due to a number of factors which include recent significant changes in Municipal Financial Statement reporting under PSAB 3150/1200 and the resulting change management issues caused by PSAB 3150/1200, future financial statement reporting changes regarding the handling of "Government Transfers", the large number of outstanding projects that would streamline and increase efficiencies both departmentally and corporately such as the corporate point of sale automation initiative, general ledger account restructuring, accounts payable automation, FIR departmental overhead calculation review ie OMBI, more timely and and effective departmental reporting requirements, increased internal control and a need to provide additional/timely analytical and accounting support to property tax section.

As a result of a further review (as demonstrated above)of this new 2010 approved position, it was determined that a full time complement would be better suited due to the long term nature of the tasks, increased work volumes, increased complexity and a need to strengthen the senior level in Financial Services.

Milestones or Deliverables	Timelines	Comments

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Finance Business/Project Manager
----------------------	---

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

Management Excellence - Ensure financial sustainability and enhance productivity, cost effectiveness and innovation.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

This position will better serve the Financial Services department by increasing the financial knowledge base of the department, provide the ability to move forward on a number of outstanding projects, permit the Accounting Section to focus on the new reporting requirements 3150/1200 and the resulting change management issues that are driven by the adoption of PSAB3150/1200.

5) Alternatives

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

This is the only viable option..

Request Title	Finance Business/Project Manager
----------------------	---

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

The approved contract position is temporary. The needs of the department are long term and therefore this position has to be changed into a full time position thereby providing the continuity so that the goals and objectives of the department can be met now and into the future...

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.) PSAB3150/1200 and draft "government transfer" reporting requirements

What are the compliance requirements?

Comments

Current status of compliance:

3150 is ongoing, Government transfer is in draft stage

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

Probability of Risk Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

The list of outstanding projects if implemented would greatly increase efficiencies corporately and departmentally and thereby provide better service to the Public

Current service level vs. target

Request Title	Finance Business/Project Manager			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	86,931	-
2	* Benefits	(See sect. 8&9)	22,167	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		109,098	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-
2	<blank>			
3	<blank>			
Subtotal		-	-	-
OFFSETS - cost savings, reductions, etc				
1	Part time contract position	70112.7015	(73,430)	
2	Benefits	70112.7017	(7,696)	
3	Various other expenses		(27,972)	
Subtotal		(109,098)	-	-
TOTAL OPERATING BUDGET CHANGE		0	-	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	1.00	-	
FTE's	(calculated field - sect. 8&9)	1.00	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	1.00	-	

Request Title	Finance Business/Project Manager
---------------	----------------------------------

8) 2011 Complement Details

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.

2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Finance Business/Project Manager			
Estimated start date (dd-mm-yy to dd-mm-yy)	1/1/11 to 3/31/11			
# 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 term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code	70111.701			
Grade level	8			
Est. starting step	start			

2011 Complement Annual Cost Detail

Annual full-time \$	86,931			86,931
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)		-	-	-
* Annual benefits (calculated field)	22,167	-	-	22,167
* FT contract benefits in lieu (calculated field)		-	-	-
Subtotal	\$ 109,098	\$ -	\$ -	\$ 109,098

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2011 Complement Annual Costs	\$ 109,098	\$ -	\$ -	\$ 109,098
---	-------------------	-------------	-------------	-------------------

Additional Comments:

Request Title	Finance Business/Project Manager
---------------	----------------------------------

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
---	-------------	-------------	-------------	-------------

Additional Comments:



2011-12 DRAFT OPERATING BUDGET

BUDGETING & FINANCIAL PLANNING

- FINANCIAL SUMMARY
- BUSINESS PLAN
- ADDITIONAL RESOURCE REQUEST
 - Sr. Budget Analyst

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Account Inc/(Dec)		2011 Account Reallocati on		2011 Total Budget Variance		Budget 2012		2012 Account Inc/(Dec)		2012 Account Reallocati on		2012 Total Budget Variance		
070115 - Budgeting & Financial Planning																				
Labour Accounts																				
7010 Full Time	904,843	966,042	1,023,289	1,062,055	38,766	0	38,766	0	38,766	0	38,766	1,122,083	60,028	0	60,028	0	60,028	0	60,028	5.65%
7012 Overtime	1,187	1,586	936	935	(1)	0	(1)	0	(1)	0	(1)	935	0	0	0	0	0	0	0	0.00%
7015 Part Time	69,832	38,656	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7017 Benefits	240,396	234,481	259,134	270,824	11,690	0	11,690	0	11,690	0	11,690	291,742	20,918	0	20,918	0	20,918	0	20,918	7.72%
Labour Account Subtotal	1,216,258	1,240,765	1,283,359	1,333,814	50,455	0	50,455	0	50,455	0	50,455	1,414,760	80,946	0	80,946	0	80,946	0	80,946	6.07%
Non Labour Accounts																				
7100 Mileage	1,136	1,381	1,656	1,230	0	(426)	0	(426)	0	(426)	1,230	0	0	0	0	0	0	0	0	0.00%
7105 Memberships/Dues/Fees	5,332	4,487	4,750	6,125	1,375	4,750	1,375	4,750	1,375	1,375	6,245	120	0	120	0	120	0	120	1.96%	
7110 Meals & Meal Allowances	829	804	1,764	1,760	0	(4)	0	(4)	0	(4)	1,760	0	0	0	0	0	0	0	0	0.00%
7115 Training & Development	2,420	1,077	5,000	5,000	0	0	0	0	0	0	5,000	0	0	0	0	0	0	0	0	0.00%
7120 Telephone Charges	0	0	500	250	0	(250)	0	(250)	0	(250)	250	0	0	0	0	0	0	0	0	0.00%
7122 Cellular Telephones	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7125 Subscriptions/Publications	1,151	1,002	1,580	1,580	0	0	0	0	0	0	1,580	0	0	0	0	0	0	0	0	0.00%
7130 Seminars & Workshops	750	1,774	2,500	2,500	0	0	0	0	0	0	2,500	0	0	0	0	0	0	0	0	0.00%
7135 Advertising	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7200 Office Supplies	5,046	6,056	5,004	5,000	0	(4)	0	(4)	0	(4)	5,000	0	0	0	0	0	0	0	0	0.00%
7205 Computer Supplies	1,435	3,061	4,800	3,800	0	(1,000)	0	(1,000)	0	(1,000)	3,800	0	0	0	0	0	0	0	0	0.00%
7210 Office Equip. & Furniture	631	571	1,236	1,240	0	4	4	4	4	4	1,240	0	0	0	0	0	0	0	0	0.00%
7211 Computer Hardware/Software	2,420	4,917	9,300	7,800	0	(1,500)	0	(1,500)	0	(1,500)	7,800	0	0	0	0	0	0	0	0	0.00%
7215 Mtce. & Repairs - Equip.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7220 Copier/Fax Lease Charges	7,933	8,656	7,068	8,100	0	1,032	1,032	1,032	1,032	1,032	8,100	0	0	0	0	0	0	0	0	0.00%
7222 Printing	107	2,601	5,040	1,000	0	(4,040)	0	(4,040)	0	(4,040)	1,000	0	0	0	0	0	0	0	0	0.00%
7310 General Mtce.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7520 Professional Fees	8,975	4,828	501	4,150	0	3,649	3,649	3,649	3,649	3,649	4,150	0	0	0	0	0	0	0	0	0.00%
7531 Service Contracts	0	0	0	7,315	5,215	2,100	7,315	2,100	7,315	7,315	7,442	127	0	0	127	0	127	0	127	1.74%
7630 Wireless/Internet Commun.	2,762	2,582	2,880	3,920	0	1,040	1,040	1,040	1,040	1,040	3,920	0	0	0	0	0	0	0	0	0.00%
7696 GST Adjustment 2004	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7699 Sundry Expenses	1,593	888	1,353	750	(2)	(601)	(601)	(601)	(601)	(603)	750	0	0	0	0	0	0	0	0	0.00%
7700 Chgs. from Other Depts.	0	40	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7790 Trsf. to_from Expend Res	(630)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Non Labour Account Subtotal	41,890	44,725	54,932	61,520	6,588	0	6,588	0	6,588	0	6,588	61,767	247	0	247	0	247	0	247	0.40%
Total Expense	1,258,148	1,285,490	1,338,291	1,395,334	57,043	0	57,043	0	57,043	0	57,043	1,476,527	81,193	0	81,193	0	81,193	0	81,193	5.82%

2011 Budget Variance Comments

Full Time	Increase due to pro-rated progression and economic adjustment
Benefits	Increase in relation to salaries changes
Mileage	Reallocated to Professional Fees
Memberships/Dues/Fees	Increase due to price changes and growth
Meals & Meal Allowances	Reallocated to Office Equip. & Furniture
Telephone Charges	Reallocated to Professional Fees
Office Supplies	Reallocated to Professional Fees
Computer Supplies	Reallocated to Copier/Fax Lease Charges
Office Equip. & Furniture	Reallocated from Meals & Meal Allowances
Computer Hardware/Software	Reallocated to Service Contracts
Copier/Fax Lease Charges	Reallocated from Computer Supplies and Sundry
Printing	Reallocated to Professional Fees and Wireless/Internet Commun.
Professional Fees	Reallocated from Printing and Mileage
Service Contracts	Increase due to maintenance and support software contract for new budget system;
Wireless/Internet Commun.	Reallocated from Computer Hardware/Software and Sundry
Sundry Expenses	Reallocated from Printing
	Reallocated to Service Contracts

2012 Budget Variance Comments

Full Time	Increase due to pro-rated progression and economic adjustment
Benefits	Increase due to salary changes and increase as per Guidelines
Memberships/Dues/Fees	Increase due to membership price adjustment
Service Contracts	Increase due to software maintenance contract

2011-12 Business Plan

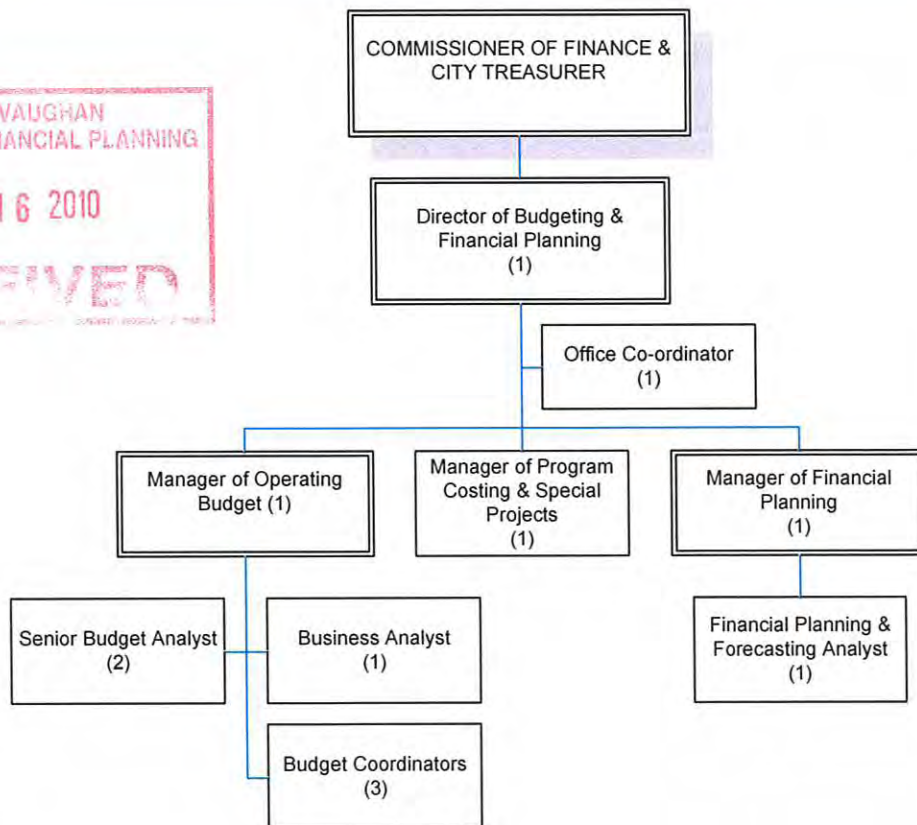
BUSINESS OVERVIEW

Service Statement:

The Budgeting and Financial Planning Department is committed to providing valuable and useful financial information to better assist members of Council, Senior Management Team, and all operating departments in financial and strategic decision-making. Our department is primarily responsible for budgeting, long-range financial planning, and activity based costing. These activities are essential and ensure the City of Vaughan has the necessary tools and information to make well-informed financial and strategic decisions.

Service Profile

BUDGETING & FINANCIAL PLANNING DEPARTMENT ORGANIZATIONAL CHART



Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010*	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	10.5	11	12	12	1	
Part Time	1	1	0	0		
Total FTE	11.5	12	12	12		
Overtime	\$950	\$1040	\$936	\$936		

2011-12 Business Plan

Key Stakeholders:

Internal

- Council
- Senior Management Team (SMT)
- All City Departments
- Library Board

External

- Residents
- Other Municipal and Government Agencies
- Consultants/External Auditors
- Power Stream

Work Plan:

Link To Vaughan Vision 2020:

The Budgeting & Financial Planning Department business objectives, listed in the section below, are consistent with the following Vaughan Vision strategic priorities:

- Service Excellence
- Staff Excellence
- Management Excellence

In addition to the above activities, the Budgeting and Financial Planning Department provides assistance, support, and guidance to all departments, thereby contributing to the successful completion of their respective strategic priorities and goals.

Future Pressures and Opportunities:

Challenge & Opportunity - "Growth & Sophistication Transition". The City continues to experience significant growth, but it is also transitioning from a suburban area to an emerging metropolis. As a result many initiatives and processes have been added to the Budgeting and Financial Planning Department i.e. multi-year budgeting, business and master planning, policy development, greater in-depth analysis, performance measures & tracking, developing prioritization models, enhanced reporting, user fee costing, infrastructure funding analysis, and many random "one off" requests/special projects, etc. As a result, the department is experiencing great pain trying to balance existing processes and emerging needs with current resources. Recently, Council approved a phased-in approach towards multi-year budgeting, which will be particularly challenging and significantly compound the efforts required during the 2011 and following processes.

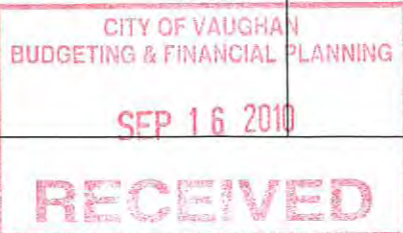
Opportunities to alleviate the above pressures relate to increasing resources, implementing IT solutions, reevaluating core business process, and transferring previously assumed processes to responsible departments. Funding was secured in 2010 to implement an integrated operating budget system, which is currently underway and efficiencies and process enhancements are anticipated, but this will form only a partial response to the pressures illustrated above.

2011-12 Business Plan

<u>Prior Year (2010) Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Early Budget Approval	2010	Complete	Jan. 18 th – one of the earliest budget approvals to date
Select & implement a budgeting software program	2010	Anticipated completion Q3-Q4	Questica solution selected and implementation is underway
GFOA Budget Presentation Award Submission	2010	Complete	Received the GFOA 2009 distinguished budget award, (2010 budget submission pending)
Finalize the LRFP forecast – Develop the master plan	2010	Underway	Financial Master Plan draft started
Continue to refine LRFP policies	2010	Underway	Multiple meetings held
Assist in fee costing (Eng. Fee)	2010	Underway – Anticipated completion Q4	Kick off meeting scheduled for Aug. 27 th
Assist fleet in reviewing current machine time process	2010	Underway – Anticipated completion date Q4	Multiple meetings held – Recommendation to be developed in fall/winter 2010

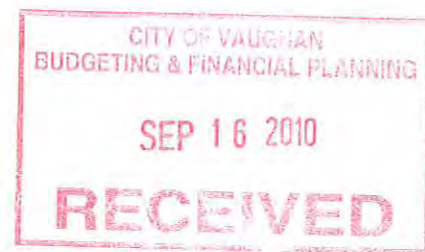
2011-12 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2011 (Top Objectives)			
1. Financial Master Plan (FMP) Report	Q2	Report on forecasted outcomes and recommended actions/policies	Existing staffing levels Consultant work potentially required
2. Phase 1 - multi-yr budget process (2011/12)	Q1 - Q2	Committee/Council deliberation on 2011/12 multi yr- budgets 1 st yr approval – 2 nd yr recognition	Existing staffing levels due to process timing – Resources will eventually be required.
3. Questica phase 2 – department rollout	Q2-Q3	Selected departments working from the system (budget development, reporting, approvals, and variance commentary)	- Requires funding for additional licenses and associated maintenance costs. - Training in-house - Capital request to be submitted.



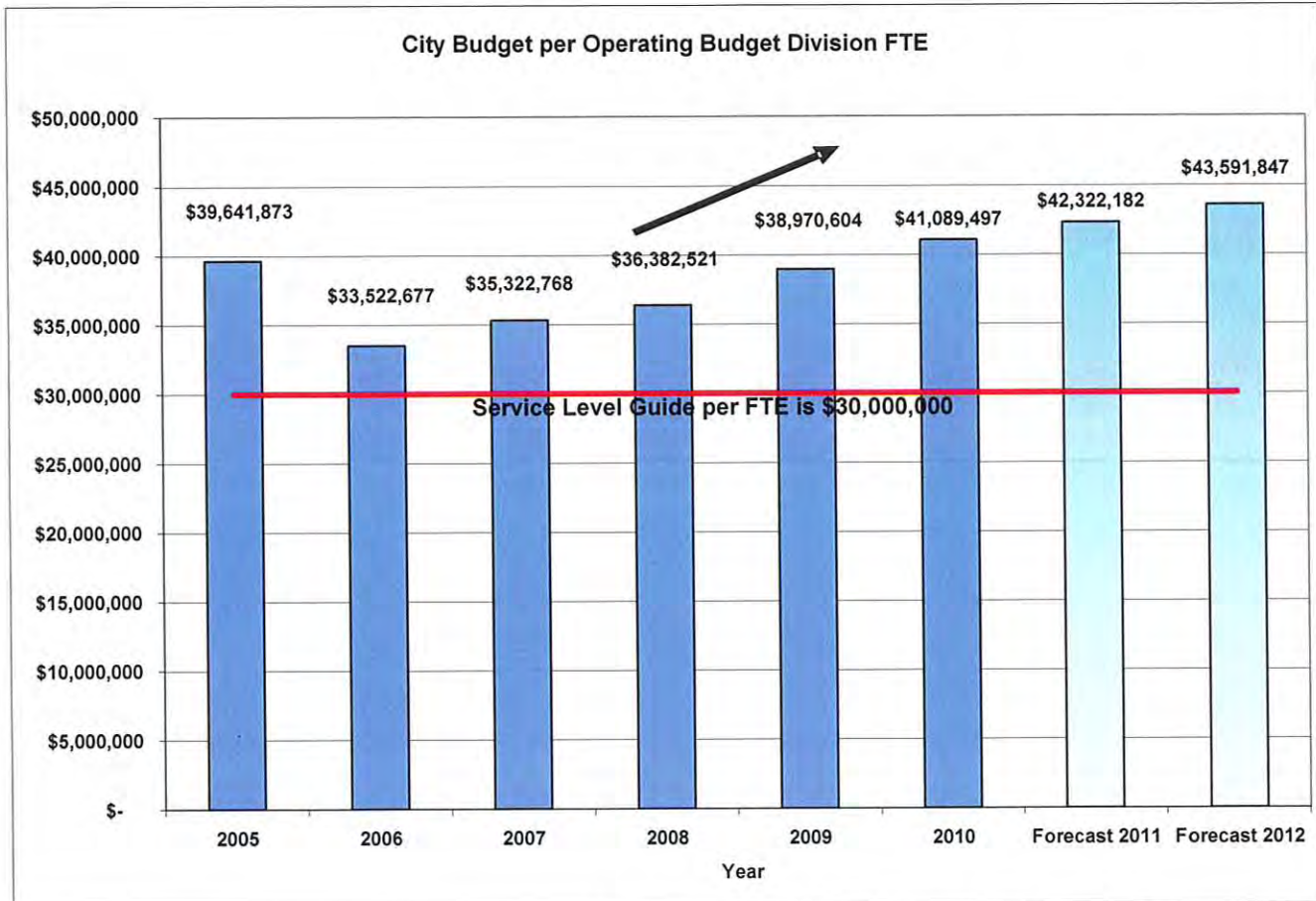
2011-12 Business Plan

4. Phase 2 - multi-yr budget development (2012/13/14)	Q2 –Q4	Preparation and set-up – leverage new Questica software – pending funding	Staffing required as department efforts will be significantly compounded
5. Master plans and user fee costing	Q2 –Q4	Staff to assist departments in selected costing activities – i.e. environment master plan financial impact	Existing staffing levels
2012 (Top Objectives)			
1.Implementation of Council adopted FMP actions	Q1 – Q2	Decision making and strategy formulation required to develop the FMP	Dependant on Council decisions
2.Updated Financial Master Plan	Q4	Incorporation of Council decisions to develop the FMP	Dependant on Council decisions
3. Phase 2 - multi-yr budget process (2012/13/14)		Committee/Council deliberation on 2011/12/13 multi yr-budgets 1 st yr approval – 2 nd & 3 rd yr recognition	See 2011 item # 3 & #4
4. Phase 3 - multi-yr budget development (2013/14/15/16)	Q2 –Q4	Preparation and set-up	See 2011 item # 3 & #4



2011-12 Business Plan

Key Performance Indicators:

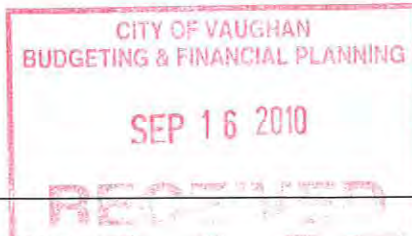


Forecast 2011 and 2012 - Assumption of 3% budget increase per year

Key Conclusion:

The graph illustrates total City budget dollars per Budget Division FTE, which is one indication of department workload. An increase in this measure translates into rising work volumes and associated analysis per FTE i.e. new initiative, staffing, contract, utility, etc. analysis, and reporting. As represented by the graph there has been a significant increase in levels between 2006 and 2010, approximately 22%. This pressure is anticipated to double into 2011 because of the adoption of multi year budgeting. The Budgeting and Financial Planning department has demonstrated increased efficiency by developing tools to absorb the above-illustrated increases in workload since 2006. These tools have been maximized and the department has reached saturation where analysis and services to departments are constrained.

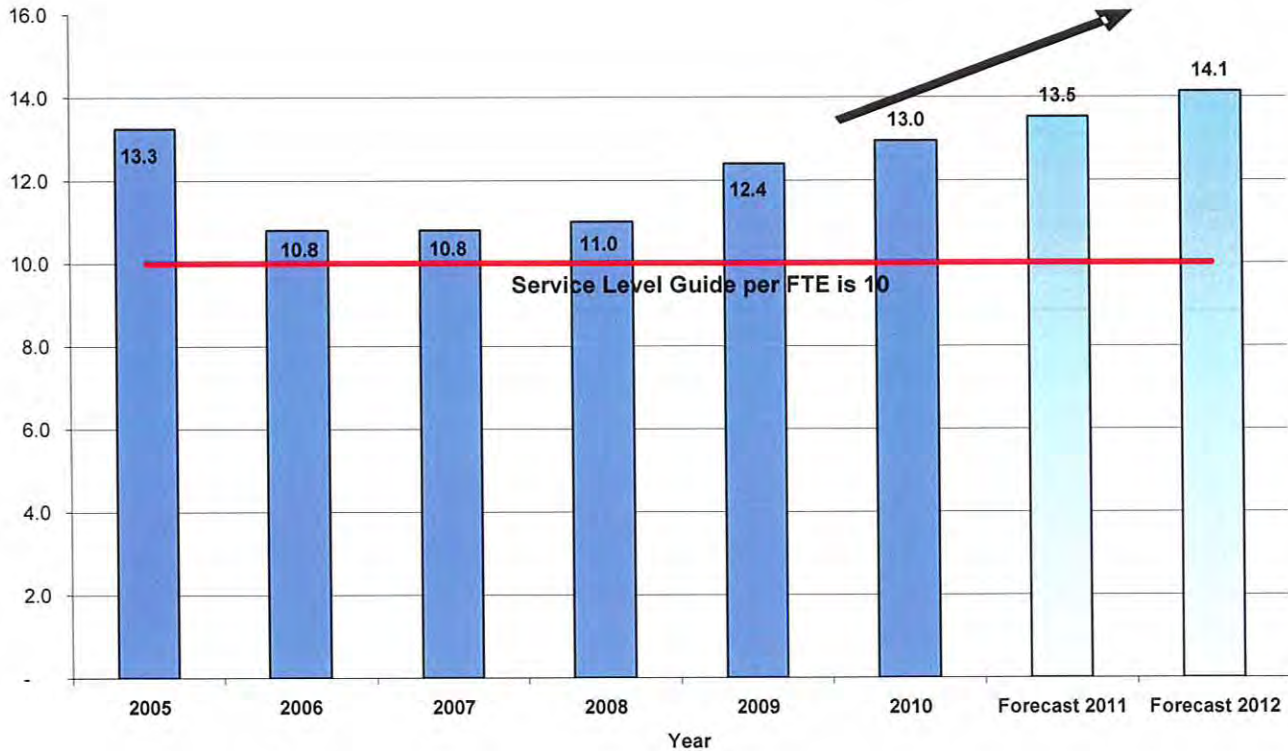
To help assess the measure a **service level guide** has been incorporated. This is based on the trend illustrated between 2005 - 2012. As indicated, pressure was alleviated in 2006 with an additional resource relieving work pressures to more manageable levels. This trend has evolved and gains in automation and process improvements have delayed the need for additional resources. Please note, the addition of a service level guide is new and is intended to compliment the data by providing a reference point, which will likely change as monitoring continues.



2011-12 Business Plan

What is not captured in this performance measure is the overall increase in general internal and external service requests and the implementation of multi year budgets, new processes, and additional analysis to better meet budget and financial planning requirements.

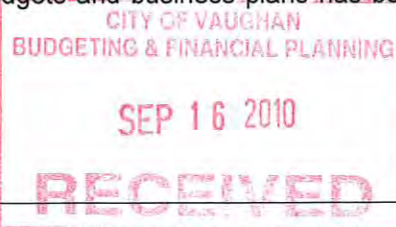
Number of Departmental & Corporate Budget Submissions per Operating Budget Division
FTE



Key Conclusion:

The graph illustrates the number of budget submissions per Budget Division FTE, which is one indication of department workload. An increase in this measure translates into rising work volumes and associated analysis per FTE. As represented by the graph there has been an increase in levels between 2006 to 2010 approximately 30%. This pressure is anticipated to continue as multi year budgets are implemented gradually. Not represented in the above measure is the complexity of multi year budgets in each submission, associated ad hoc analysis, or the number of submission revisions / adjustments. This is extremely difficult to measure as resource requirements for each request is inconsistent. The in-depth analysis performed on departmental budget submissions provides Commissioners/Departments with the data to identify major impacts and issues and provides concise and reliable data for Commissioners to present to the Budget Committee and/or Council. The great majority of the work and analysis completed during the 12 month budget process significantly supports and clarifies department's budget requests to Budget Committee, SMT, and Council.

To help assess the measure a **service level guide** has been incorporated based on experience and trends. An additional resource was requested as multi year budgets and business plans has been added to the Operating Budget responsibilities.



2011-12 Business Plan

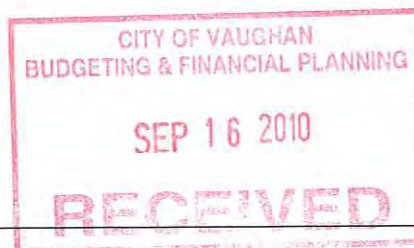
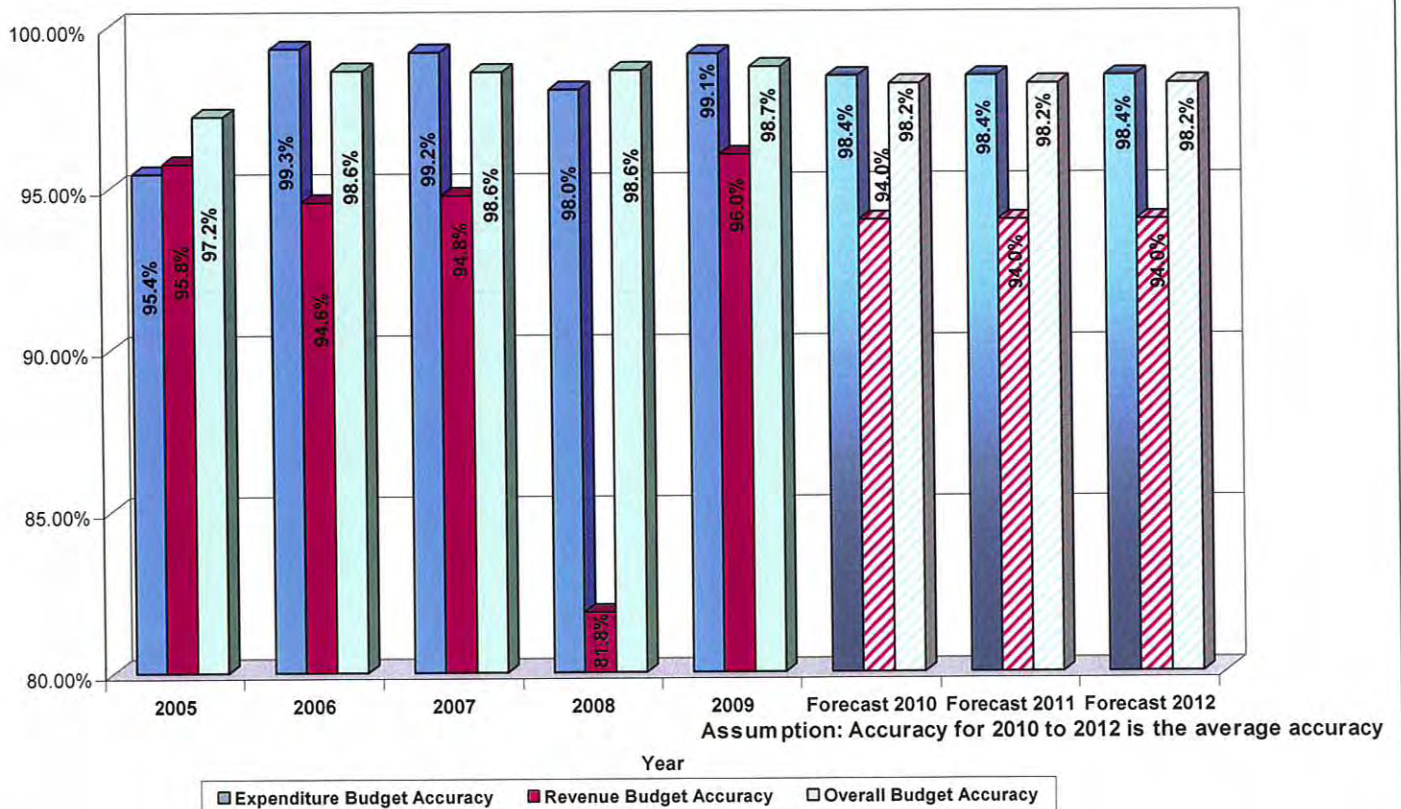
2010 to 2012 Forecast – based on historical trends

Key Conclusion:

The graph illustrates the number of budget accounts requiring analysis per Budget Division FTE, which is one indication of department workload. An increase in this measure translates into rising work volumes and associated analysis per FTE. As represented by the graph there has been an increase in levels from 2006-2010, approximately 25%. This pressure is anticipated to increase significantly as a result of the implementation of multi year budgets and account analysis. In addition, the Budgeting and Financial Planning Department has experienced an overall increase in general internal and external service requests. A budget software system is being implemented, however, the implications to the workload are unknown as it is expected that additional analysis will be required with multi year budgets. The Budgeting and Financial Planning department has demonstrated increased efficiency by absorbing the above-illustrated increases in workload.

To help assess the measure a **service level guide** has been incorporated based on experience and trends. An additional resource was secured in 2006 relieving work pressures to more manageable levels, but this trend is evolving again and an additional resource will be requested in the future.

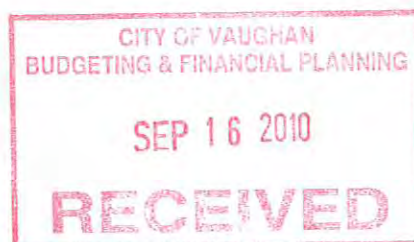
Budget Accuracy - City Budget vs. Actual Result Comparisons



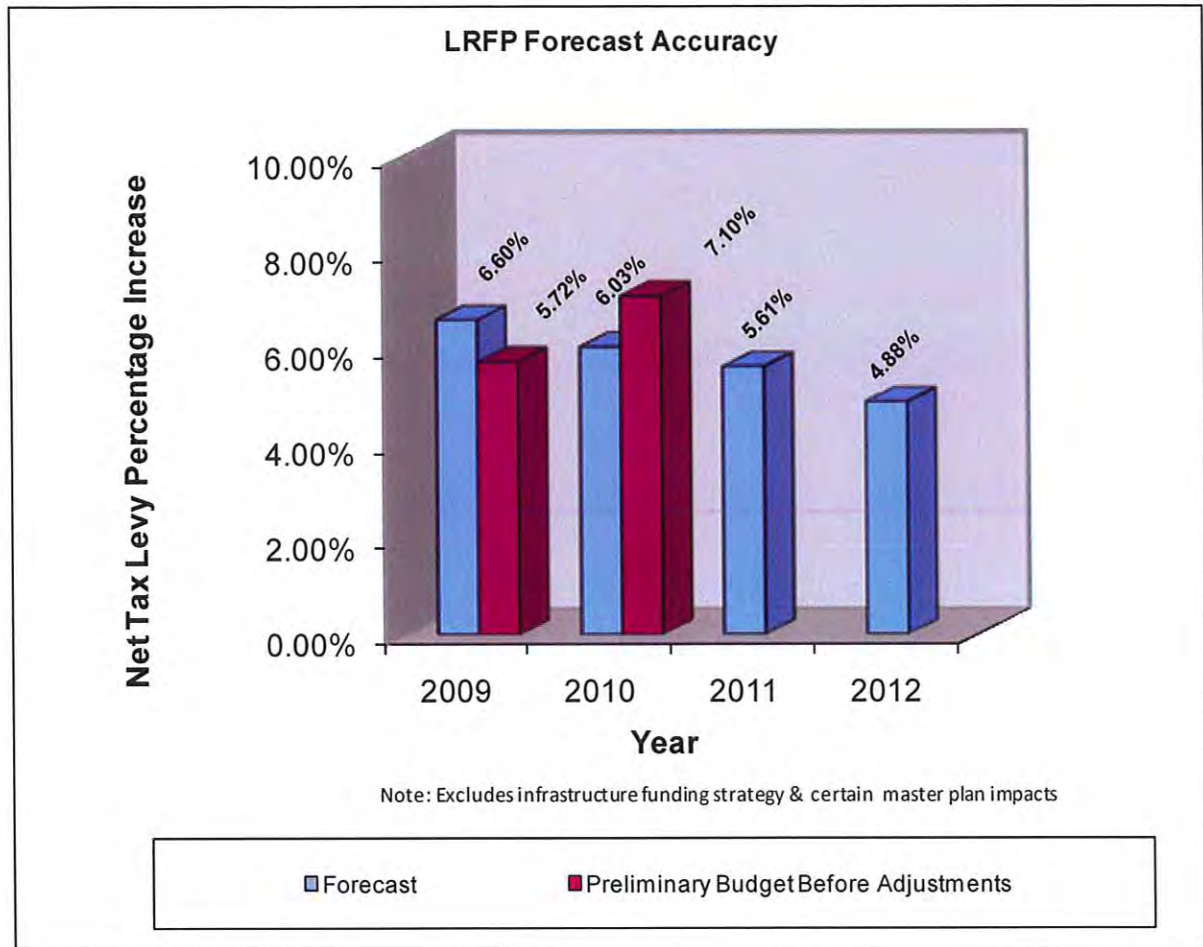
2011-12 Business Plan

Key Conclusion:

The above graph demonstrates the budget's forecasting accuracy. As illustrated above, the Budgeting and Financial Planning department continues to maintain highly accurate short-term forecasts. Over the past 5 years, the operating budget has reflected aggregate actual figures within a 2-5% margin. This is a very impressive figure provided the complexity and number of variables within the operating budget e.g. growth pressures, legislative requirements, new service/initiatives, etc. However, a downward revenue accuracy trend is illustrated and is largely a result of volatile revenues experienced as a result of the economic conditions.



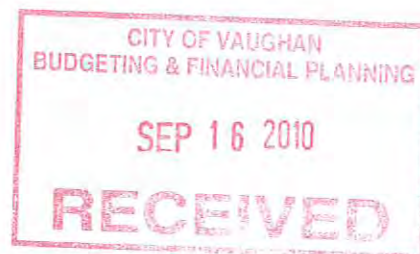
2011-12 Business Plan



The Preliminary Budget or “Draft Budget” is based on dept. submissions and adjusted accordingly throughout the budget process before a final budget is approved. The above graph compares the forecasted net levy impact to the initial preliminary or “Draft Budget” net levy impact. The measure is intended to illustrate the division’s predicative ability. 2011 and 2012 illustrate forecast years only, as this business plan was developed before department submissions were received.

Key Conclusion:

Starting in 2009, the department presented a 3 year budget forecast. The above graph demonstrates the financial planning forecasting accuracy as compared to initial budget drafts. This is a very valuable exercise as it provides decision makers with a context in which to make decisions. A better reflection of the preliminary forecast accuracy will be provided as history catches up. Moving forward financial planning will be of great importance to assist key decision makers prioritize available funding for multiple initiatives, master plans, infrastructure, etc.

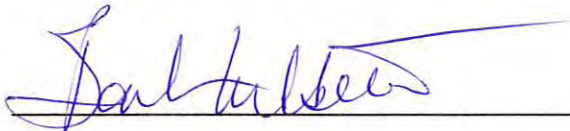


2011-12 Business Plan

Overall Conclusion:

The Budgeting and Financial Planning Department is dedicated to providing quality information to assist City officials in decision making. A critical component of the department's service is the development and monitoring of annual and long-term plans in effort to support the City's strategic priorities, while balancing financial sustainability.

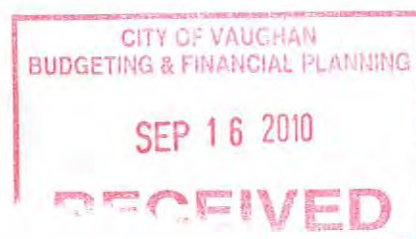
The Budget & Financial Planning Department continues to deliver exceptional and efficient service. As the department objectives and performance indicators confirm, the number of new initiatives and workload per FTE continue to rise while service and delivery is maintained or enhanced. Also illustrated by the measures, is the rise in levels consistent to years where a compliment was added to relieve pressure, which despite efficiency improvements is currently being felt in the department through overtime, frequent timeline rescheduling and employee stress. The addition of multi-year budgeting is anticipated to further compound these pressures.



09/16/10

Commissioner Sign-off

Date (mm/dd/yy)





**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary Sr. Budget Analyst

Department Budgeting & Financial Planning **Business Unit Name** 70115 (If applicable)

Request Title Sr. Budget Analyst

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	95,888	-	95,888	-	95,888
Other continuous costs	900	-	900	-	900
One-time expenses	4,000	(4,000)	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 100,788	\$ (4,000)	\$ 96,788	\$ -	\$ 96,788
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

In addition to growth pressures and increasing services, the City has become increasingly more sophisticated requiring continuous enhancements and value added refinements to the operating budget process at the request of Council/SMT i.e. forecasting, business planning, user fee costing, re-formatting the budget book which received a GFOA Award, enhancing public engagement, more in-depth analysis/reporting, forecasting, infrastructure funding analysis (PSAB), and many random "one off" requests/special projects, etc. Recently, Council approved a phased-in approach towards multi-year budgeting, which will be particularly challenging and significantly compound the issues illustrated above. Many of these improvements have led to improved information and decision making, but at the cost of additional work pressure on the department. Most of the above budget process pressures have accumulated since 2006, without adding the required supporting resources. As a result, the department is experiencing great pain trying to balance existing processes and emerging needs with current resources. Moving forward, a resource is required to sustain these efforts.

An additional complement will further streamline the department structure and benefit City departments through the assignment of staff to dedicated department portfolios. This will provide enhance staff knowledge and allow them to become more intimate with departments, which puts them in a better position to focus on department needs and assist them develop business and financial plans.

Milestones or Deliverables	Timelines	Comments
Assist in Budget software City implementation	Q1-Q3	Training is critical for depts to benefit from the new budget system
Assist in regular reporting & budget book preparation		
Business plan & multi- yr budget development /analysis	Q2/2011	Moving to multi-yr budgeting will require resources
Budget guideline compliance/budget submission review	Q3/2011	
Assist depts in PM development/tracking	Q3/2011	
Assist depts in program costing/economic impacts	Q4/ 2011	
Assist depts in forecasting/updating long-range plans	Q4/ 2011	

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

This resource will be intricately involved with an assigned portfolio of departments and tasked with assisting those departments in business planning, multi-year budgeting, long-range planning, program costing, and assisting departments determine the financial implications of projects, new service levels, master plans, etc.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Sr. Budget Analyst
---------------	--------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Financial Masterplan	7	Ongoing	Q2/2011	High	General Correlation	Mgmt Excel	Financial Stability

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

This request links primarily to City's management excellence goal, and specifically supports planning/managaging growth, enhancing productivity, and ensuring financial sustainability through the continued development and monitoring of financial plans and analysis. In addition, the multi year budgets developed through the budget process will directly support the Financial Master Plan strategic initiative.

In addition this request supports the staff excellence goal by providing staff the require support to maintain service and reduce workload pressure. Improving the working environment through adequate staffing will retain staff and encourage our highly motivated workforce.

The Budgeting and Financial Planning Department provides assistance, support, and guidance to all departments, thereby contributing to the successful completion of their respective strategic priorities and goals.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The Budget & Financial Planning Department continues to deliver exceptional and efficient service. As the department objectives and performance indicators confirm, the number of new initiatives and workload per FTE continue to rise while service and delivery is maintained or enhanced. Also illustrated by the measures, is the rise in levels consistent to years where a compliment was added to relieve pressure, which despite efficiency improvements is currently being felt in the department through overtime, frequent timeline rescheduling and employee stress. The addition of multi-year budgeting is anticipated to exponentially compound these pressures.

As indicated in the dept. business plan, a resource is required to maintain existing service levels and continue with existing enhancements. It is also illustrated that successful achievement of key department goals, mainly multi-year budgeting is contingent on acquiring additional resources.

The resource will assist the department to provide a better service to internal departments by allowing the current resources to assist departments in developing financial reports, monthly budget review, compliance to budget policies and procedures; quarterly variance analysis; review and analysis of business plans and performance measures and other account analysis.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the request and if the request will provide cost savings, increase efficiency, etc

Situation - As illustrated above, staff workloads over the past few years have significantly increased. Employees are showing signs of being overwhelmed and are experiencing levels of frustration and annoyance. Furthermore, the increase in workload and frequent redirection of resources is preventing staff from dedicating adequate time on specific tasks and increasing the potential for human error, dropping tasks, and missing timelines. This situation has a tendency to create inefficiencies, decrease morale, and compromise department objectives and product quality.

Benefits - Adding a complement will better align staff workloads and improve staff moral, efficiency and effectiveness, better positioning the department to meet key objectives i.e. multi-year budgeting, financial reporting, more in-depth analysis, greater department assistance, etc. Meeting these objectives will provide better information for dept., SMT, Committee, and Council decision making. In addition, the added resource will better position the department to focus on department needs and assist them develop business and financial plans.

5) Alternatives

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

One alternative is to continue with the same level of resources, which will inadvertently erode service levels, increase staff frustration, compromise product and service quality, and risk achieving department and strategic goals.

Request Title	Sr. Budget Analyst
----------------------	---------------------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

Budget dept. - Compromised product/service quality & inability to meet key department objectives
 Department Staff - Continued workloads impacting on employee moral, frustration and annoyance.
 Departments - Inability to fully service departments and respond to requests
 Decision makers - Information quality and availability to base key decisions

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.) _____

What are the compliance requirements?

Comments

Current status of compliance: _____

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Big risk is the inability to meet multi-yr budget requirements + See section 6.

Current service level vs. target

Business plan measures indicate we are exceeding service levels experienced in 2006 when a budget analyst was added. Note: these measures do not incorporate the additional services and responsibilities added since 2006 - business planning, budget book, multi-yr budgeting etc.

Request Title	Sr. Budget Analyst			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	76,405	-
2	* Benefits	(See sect. 8&9)	19,483	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	900	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		96,788	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	4,000	(4,000)
2	<blank>			
3	<blank>			
Subtotal		4,000	(4,000)	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		100,788	(4,000)	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	1.00	-	
FTE's	(calculated field - sect. 8&9)	1.00	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	1.00	-	

Request Title	Sr. Budget Analyst
---------------	--------------------

8) 2011 Complement Details

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.

2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Sr Budget Analyst			
Estimated start date (dd-mm-yy to dd-mm-yy)	1/1/2011			
# 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 term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code	070115.7010			
Grade level	7			
Est. starting step	1			

2011 Complement Annual Cost Detail

Annual full-time \$	76,405			76,405
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	19,483	-	-	19,483
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 95,888	\$ -	\$ -	\$ 95,888

Continuous costs	(BU & Acct #.)				
1) Membership fees	070115.7105	900			900
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ 900	\$ -	\$ -	\$ 900

One-time costs	(BU & Acct #.)				
1) Computer equip.	070115.7111.01	2,500			2,500
2) Office equip.	070115.7210	1,500			1,500
3) Other					-
Subtotal		4,000	-	-	4,000

Total 2011 Complement Annual Costs	\$ 100,788	\$ -	\$ -	\$ 100,788
---	-------------------	-------------	-------------	-------------------

Additional Comments:

Request Title	Sr. Budget Analyst
---------------	--------------------

9) 2012 Complement Details

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.

2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay <i>(calculated field)</i>	-	-	-	-
* Annual benefits <i>(calculated field)</i>	-	-	-	-
* FT contract benefits in lieu <i>(calculated field)</i>	-	-	-	-
Subtotal	\$	-	\$	-

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$	-	\$	-

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs \$ - \$ - \$ - \$ -

Additional Comments:



2011-12 DRAFT OPERATING BUDGET

RESERVES & INVESTMENTS

- FINANCIAL SUMMARY
- BUSINESS PLAN

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011			2011 Account			2011 Total Budget			Budget 2012			2012 Account			2012 Total Budget					
				Budget 2011	Inc/(Dec)	Reallocati on	Inc/(Dec)	Reallocati on	Variance	Budget 2012	Inc/(Dec)	Reallocati on	Variance	Budget 2012	Inc/(Dec)	Reallocati on	Variance	Budget 2012	Inc/(Dec)	Reallocati on	Variance			
				\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	%	%	%	%
070118 - Reserves and Investments																								
Revenue																								
3522 Trsf. fm Res. & Res. Funds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
3578 Administrative Fee Revenue	(31,115)	(50,595)	(25,000)	(25,000)																				0.00%
3618 Dept. Misc. Revenues	(1,318)	(1,709)	0	0																				0.00%
Revenue	(32,433)	(52,304)	(25,000)	(25,000)																				0.00%
Labour Accounts																								
7010 Full Time	635,794	703,363	799,915	824,581	24,666	24,666	24,666	24,666	3,08%	3,08%	3,08%	867,888	43,307	43,307	43,307	43,307	5.25%	5.25%	5.25%	5.25%				
7012 Overtime	0	358	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%				
7015 Part Time	63,214	43,595	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%				
7017 Benefits	168,007	170,516	203,995	210,268	6,273	6,273	6,273	6,273	3.08%	3.08%	3.08%	225,651	15,383	15,383	15,383	7.32%	7.32%	7.32%	7.32%					
Labour Account Subtotal	867,015	917,832	1,003,910	1,034,849	30,939	30,939	30,939	30,939	3.08%	3.08%	3.08%	1,093,539	58,690	58,690	58,690	5.67%	5.67%	5.67%	5.67%					
Non Labour Accounts																								
7100 Mileage	317	391	204	205	1	1	1	1	0.49%	0.49%	0.49%	205	0	0	0	0.00%	0.00%	0.00%	0.00%					
7105 Memberships/Dues/Fees	2,948	4,422	3,300	3,300	0	0	0	0	0.00%	0.00%	0.00%	3,300	0	0	0	0.00%	0.00%	0.00%	0.00%					
7110 Meals & Meal Allowances	0	88	92	90	(2)	(2)	(2)	(2)	-2.17%	-2.17%	-2.17%	90	0	0	0	0.00%	0.00%	0.00%	0.00%					
7115 Training & Development	4,741	4,620	3,000	3,000	0	0	0	0	0.00%	0.00%	0.00%	3,000	0	0	0	0.00%	0.00%	0.00%	0.00%					
7120 Telephone Charges	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	0	0	0.00%	0.00%	0.00%	0.00%					
7122 Cellular Telephones	972	1,275	1,200	1,200	0	0	0	0	0.00%	0.00%	0.00%	1,200	0	0	0	0.00%	0.00%	0.00%	0.00%					
7125 Subscriptions/Publications	161	70	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	0	0	0.00%	0.00%	0.00%	0.00%					
7130 Seminars & Workshops	1,413	2,254	2,000	2,000	0	0	0	0	0.00%	0.00%	0.00%	2,000	0	0	0	0.00%	0.00%	0.00%	0.00%					
7200 Office Supplies	3,002	2,108	2,196	2,195	(1)	(1)	(1)	(1)	-0.05%	-0.05%	-0.05%	2,195	0	0	0	0.00%	0.00%	0.00%	0.00%					
7205 Computer Supplies	0	448	1,464	1,465	1	1	1	1	0.07%	0.07%	0.07%	1,465	0	0	0	0.00%	0.00%	0.00%	0.00%					
7210 Office Equip. & Furniture	2,010	2,180	452	450	(2)	(2)	(2)	(2)	-0.44%	-0.44%	-0.44%	450	0	0	0	0.00%	0.00%	0.00%	0.00%					
7211 Computer Hardware/Software	20,070	19,424	15,500	15,500	0	0	0	0	0.00%	0.00%	0.00%	15,500	0	0	0	0.00%	0.00%	0.00%	0.00%					
7220 Copier/Fax Lease Charges	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	0	0	0.00%	0.00%	0.00%	0.00%					
7222 Printing	0	3,851	1,962	1,962	0	0	0	0	0.00%	0.00%	0.00%	1,962	(2)	(2)	(2)	-0.10%	-0.10%	-0.10%	-0.10%					
7696 GST Adjustment 2004	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	0	0	0.00%	0.00%	0.00%	0.00%					
7699 Sundry Expenses	2,303	630	1,776	1,775	(1)	(1)	(1)	(1)	-0.06%	-0.06%	-0.06%	1,775	0	0	0	0.00%	0.00%	0.00%	0.00%					
7770 Transfer to Capital Fund	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	0	0	0.00%	0.00%	0.00%	0.00%					
7785 Trsf. to Reserves-Other	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	0	0	0.00%	0.00%	0.00%	0.00%					
7791 Trsf. to Capital	(18,279)	(5,455)	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	0	0	0.00%	0.00%	0.00%	0.00%					
Non Labour Account Subtotal	19,658	36,306	33,146	33,142	0	0	0	0	-0.01%	-0.01%	-0.01%	33,140	(2)	(2)	(2)	-0.01%	-0.01%	-0.01%	-0.01%					
Total	886,673	954,138	1,037,056	1,067,991	30,935	30,935	30,935	30,935	2.98%	2.98%	2.98%	1,126,679	58,688	58,688	58,688	5.50%	5.50%	5.50%	5.50%					

2011 Budget Variance Comments

Full Time

Increase as a result of full year salary for Grant Specialist position approved in 2010 ARR,
pro-rated progressions and economic adjustment
Increase in relation to salaries changes

Benefits

2012 Budget Variance Comments

Full Time

Increase due to pro-rated progression and economic adjustment
Increase in relation to salary changes and increase as per Guidelines

Benefits

2011-12 Business Plan

BUSINESS OVERVIEW

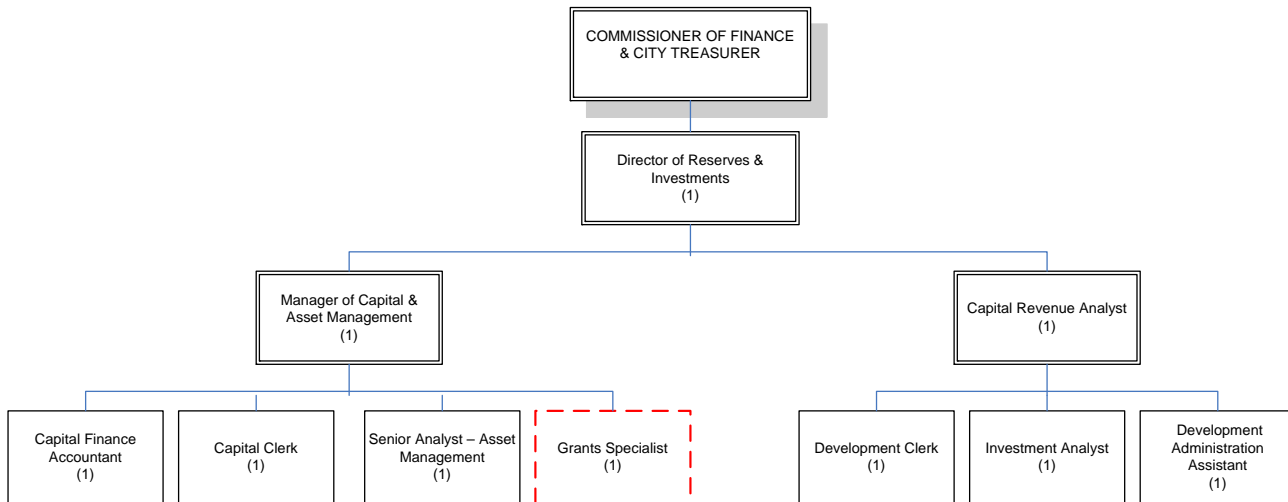
Service Statement: (Describe the core responsibilities for your department)

The Reserves & Investments Department is responsible for the preparation of the Capital Budget, capital project financial administration, capital payments, reporting of tangible capital assets (PSAB), long term debt. Financial Information Return (FIR) reporting and related financial transactions. The Department provides investment services and maintains and analyzes all reserves and trust accounts. The Department prepares the Development Charges Background Study, determines development charges and administers financial obligations including cash securities and letters of credit under various agreements including development, site plan, subdivisions, severances, conditional building permits, and pool agreements. The department provides internal and external financial reporting in compliance with all provincial statutes, city bylaws and policies.

Service Profile: (Provide the Organizational Chart for your department)



RESERVES & INVESTMENTS DEPARTMENT ORGANIZATIONAL CHART



2011-12 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	8.0	9.0	10.0	10.0	0	0
Part Time	1.0	1.0	0.0	0.0	0.0	0.0
Overtime						

Key Stakeholders: (detail major internal and external stakeholders who interact with the department—key people impacted and involved)

- City of Vaughan Departments
- Senior Management Team
- City of Vaughan Council
- Citizens of Vaughan
- Members of the Development and Real estate Community
- Region of York
- Financial Institutions
- Financial Partners
- Provincial and federal Governments
- Library Board
- Boards of Education
- Regulatory Bodies

2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

Ensure Financial Sustainability

Initiative Ref #7 - Finalize the financial master plan and procedures and incorporate results into the decision making process.

Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

Future Pressures

Given the worldwide financial instability, the unknown investment returns on the City's investment portfolio.

Opportunities

Development of a multi-year capital plan in improving the capital budgeting process and increase management reporting capabilities.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Continue with investigating, coordination, submission and reporting of grant and subsidy requests	2010	Ongoing	Ongoing
Continue mandatory reporting of ISF and RinC funded programs	2011	Ongoing	To be completed Q2/11
Maintaining a city wide asset inventory	2010	Ongoing	Ongoing
Given the worldwide financial instability , investigate opportunities to improve the City's investment income	2010	Ongoing	Ongoing

2011-12 Business Plan

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Top 3 Objectives)			
1. DC Background Study - Initiate the new Development Charges Background Study as a result of the new OP	Q3/11	Development Charges Background Study approved by Council	External Consultant, City Department staff
2.Grants Funding - Develop and Implement external funding procurement program	Q4/11	Procurement Funding Program	Impacted Departments, Grants Specialists
3.Financial Securities – Automated of Financial Securities Phase 1 (Letters of Credit and Cash Deposits)	Q2/12	Automated tracking system for financial securities (Cash Deposits)	Reserves, Building and ITM staff
2012 (Top 3 Objectives)			
1.PSAB - Initiation of JDE systems changes reporting for PSAB	Q4/12	PSAB Reporting System	External Consultant, Impacted Departments
2.Capital Budget – Review opportunities to integrate Questica Capital Budget System with CityWide Asset System	Q3/12	Integrated Asset Reporting System	External Consultants, Impacted Departments
3.Financial Securities – Automation of Financial Securities Phase 2 (Development Charges Tracking)	Q4/12	Automated tracking system for financial securities (DC's)	Reserves, Building and ITM staff

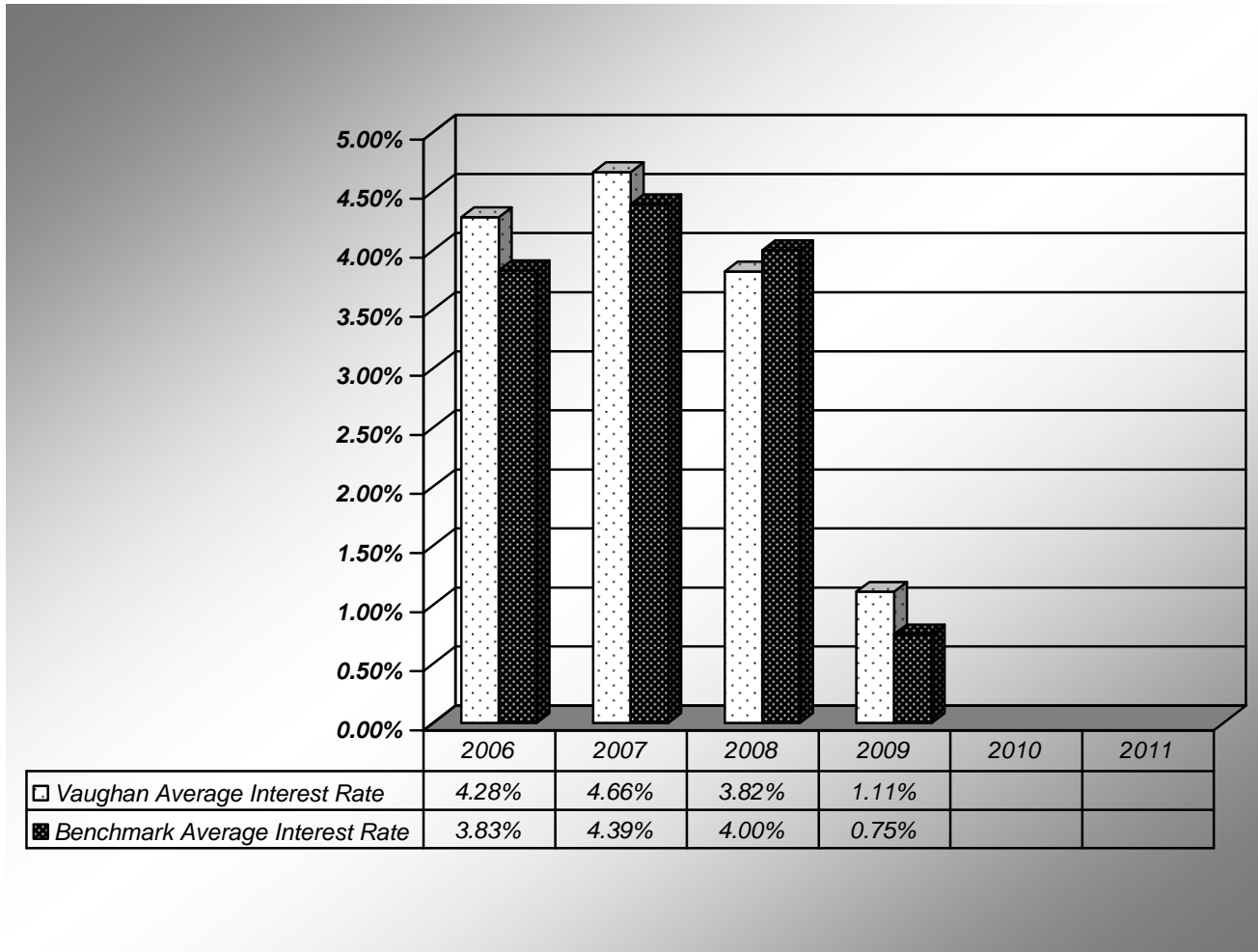
2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

1. Average Interest Rate of Return versus the Benchmark Average Interest Rate of Return (One Fund)
2. Total Reserves and Reserve Funds per Capita

BUSINESS OVERVIEW:

Measure : Average Interest Rate of Return versus the Benchmark Average Interest Rate of Return (One Fund)



Key Conclusion:

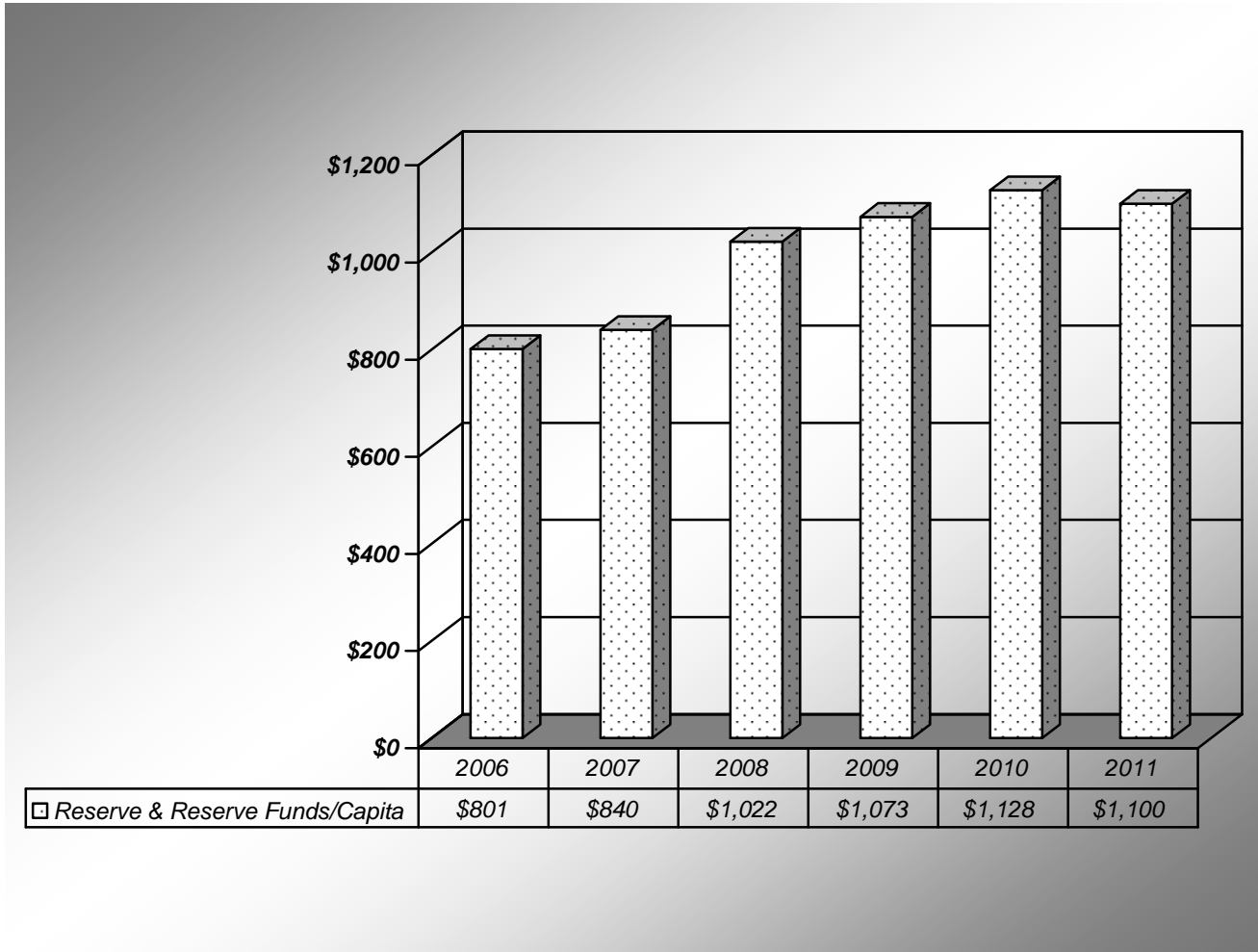
The City of Vaughan attempts to optimize investment returns within its statutory limitations while preserving capital and maintaining liquidity to meet ongoing financial demands

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

With the exception of 2008, the City of Vaughan has been able to continuously obtain better average rates of return than its comparative benchmark. The 2010 comparable is not available. With the instability of the financial markets, staff are not able to provide forecasts for 2011 and 2012.

2011-12 Business Plan

Measure : Total Reserves and Reserve Funds per Capita



Key Conclusion:

There has been significant increase in the amount of Reserves & Reserves Funds per Capita since 2006. Estimates are provided for years 2010 and 2011.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

As a result of sound financial management together with approved Council policies, Reserves & Reserve Funds per capita is continuously improving bringing financial stability to the City of Vaughan.

2011-12 Business Plan

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

Commissioner Sign-off

Date (mm/dd/yy)



2011-12 DRAFT OPERATING BUDGET

PURCHASING

- FINANCIAL SUMMARY
- BUSINESS PLAN
- ADDITIONAL RESOURCE REQUEST
 - Buyer
 - Sr. Technical Position

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011		2011 Total Budget		Budget 2012	2012		2012 Total Budget	
				Budget 2011	2011 Inc/(Dec) Reallocati on	2011 Inc/(Dec) Reallocati on	Variance		2012 Inc/(Dec)	2012 Account Reallocati on	2012 Inc/(Dec) Reallocati on	Variance
				\$	\$	\$	\$		\$	\$	\$	\$
												%
070110 - Purchasing Services												
Revenue												
3572 Joint Service Revenue	0	0	0	0	0	0	0	0	0	0	0	0.00%
3580 Sale of Fixed Assets	(53,740)	(85,557)	(10,000)	(50,000)	(40,000)	(40,000)	400,000%	(50,000)	0	0	0	0.00%
3618 Dept. Misc. Revenues	(35,853)	(33,472)	(40,700)	(30,700)	10,000	10,000	-24.57%	(30,700)	0	0	0	0.00%
Revenue	(89,593)	(119,029)	(50,700)	(80,700)	(30,000)	(30,000)	59.17%	(80,700)	0	0	0	0.00%
Labour Accounts												
7010 Full Time	850,545	843,844	828,156	900,306	72,150	72,150	8.71%	936,565	36,259	0	36,259	4.03%
7012 Overtime	12,603	13,564	2,820	2,835	15	15	0.53%	2,835	0	0	0	0.00%
7015 Part Time	7,161	35,547	60,442	9,895	(50,547)	(50,547)	-83.63%	9,895	0	0	0	0.00%
7017 Benefits	220,769	206,361	217,525	231,263	13,738	13,738	6.32%	245,202	13,939	0	13,939	6.03%
Labour Account Subtotal	1,091,078	1,099,316	1,108,943	1,144,299	35,356	35,356	3.19%	1,194,497	50,198	0	50,198	4.39%
Non Labour Accounts												
7100 Mileage	406	400	700	700	0	0	0.00%	700	0	0	0	0.00%
7103 407-ETR Toll Charges	50	84	100	100	0	0	0.00%	100	0	0	0	0.00%
7105 Memberships/Dues/Fees	3,963	4,844	5,090	5,090	0	0	0.00%	5,090	0	0	0	0.00%
7110 Meals & Meal Allowances	568	224	745	745	0	0	0.00%	745	0	0	0	0.00%
7115 Training & Development	4,278	3,726	4,890	4,890	0	0	0.00%	4,890	0	0	0	0.00%
7120 Telephone Charges	0	178	1,000	1,000	0	0	0.00%	1,000	0	0	0	0.00%
7122 Cellular Telephones	2,003	3,000	1,402	1,400	(2)	(2)	-0.14%	1,400	0	0	0	0.00%
7125 Subscriptions/Publications	3,409	2,439	1,300	1,300	0	0	0.00%	1,300	0	0	0	0.00%
7130 Seminars & Workshops	369	251	1,230	1,230	0	0	0.00%	1,230	0	0	0	0.00%
7135 Advertising	0	0	344	345	1	1	0.29%	345	0	0	0	0.00%
7200 Office Supplies	1,401	7,098	16,642	16,640	(2)	(2)	-0.01%	16,640	0	0	0	0.00%
7205 Computer Supplies	1,036	339	980	980	0	0	0.00%	980	0	0	0	0.00%
7210 Office Equip. & Furniture	0	0	260	260	0	0	0.00%	260	0	0	0	0.00%
7211 Computer Hardware/Software	306	4,680	440	440	0	0	0.00%	440	0	0	0	0.00%
7215 Mtce. & Repairs - Equip.	0	280	390	390	0	0	0.00%	390	0	0	0	0.00%
7220 Copier/Fax Lease Charges	19,987	21,711	28,878	28,880	2	2	0.01%	28,880	0	0	0	0.00%
7222 Printing	0	2,007	3,800	3,800	0	0	0.00%	3,800	0	0	0	0.00%
7315 Preventative Mtce. A	466	443	1,760	1,760	0	0	0.00%	1,760	0	0	0	0.00%
7410 Rental, Leases - Equipment	0	0	384	385	1	1	0.26%	385	0	0	0	0.00%
7415 Rental, Leases - Vehicles	6,352	6,391	6,357	6,355	(2)	(2)	-0.03%	6,355	0	0	0	0.00%
7560 Gas/Diesel - Vehicles	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7630 Wireless/Internet Commun.	2,452	836	3,672	3,672	0	0	0.00%	3,670	(2)	0	(2)	-0.05%
7696 GST Adjustment 2004	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7698 Grouped Expenses	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7699 Sundry Expenses	3,619	1,882	3,130	3,130	0	0	0.00%	3,130	0	0	0	0.00%
7700 Chgs. from Other Depts.	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7712 Joint Serv. Recovery-Library	(3,000)	(1,020)	(3,000)	(3,000)	0	0	0.00%	(3,000)	0	0	0	0.00%
7780 Trsf. to Reserves-Insurance	2,465	2,970	2,970	3,535	565	565	19.02%	3,760	225	0	225	6.36%
7785 Trsf. to Reserves-Other	53,740	36,543	0	0	0	0	0.00%	0	0	0	0	0.00%
Non Labour Account Subtotal	103,870	99,306	83,464	84,027	563	563	0.67%	84,250	223	0	223	0.27%
Total Expense	1,194,948	1,198,622	1,192,407	1,228,326	35,919	35,919	3.01%	1,278,747	50,421	0	50,421	4.10%

2011 Budget Variance Comments

Sale of Fixed Assets	Increase due to volume change
Dept. Misc. Revenues	Increase due to volume change
Full Time	Increase due return of 1 staff from maternity leave, pro-rated progression, and economic adjustment
Overtime	Increase due to union agreement rate changes
Part Time	Decrease due to return of 1 staff from maternity leave
Benefits	Increase in relation to salary change
Trans. To Reserves – Insurance	Allowable increase to fund City insurance cost

2012 Budget Variance Comments

Full Time	Increase due to pro-rated progression and economic adjustment
Overtime	Increase due to union agreement rate changes
Benefits	Increase as per Guidelines
Trans. To Reserves – Insurance	Allowable increase to fund City insurance cost

2011-12 Business Plan

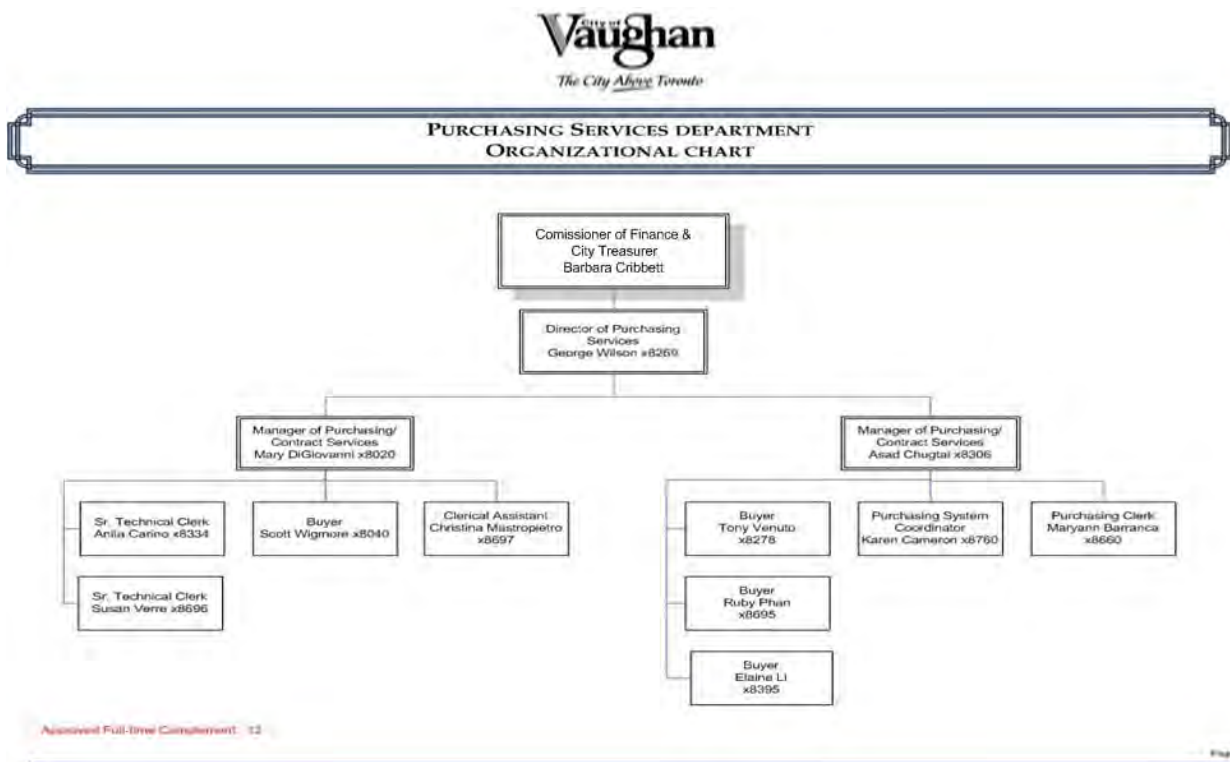
BUSINESS OVERVIEW

Service Statement:

The Purchasing Services Department is committed to the procurement of goods, services and construction in a timely and cost effective manner through contracts and other pre-determined methods.

Purchasing Services consists of, Construction Services and Supplies & Services who are responsible for the procurement of capital and operating requirements necessary for the operation of the municipality.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	12	12	12	12	1	1
Part Time	1	1	1	1		
Overtime	\$2824	\$2824	\$2824	\$2824		

Key Stakeholders: (detail major internal and external stakeholders who interact with the department—key people impacted and involved)

- Internal Departments
- Council
- External Vendors / Businesses

2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

Pursue Excellence in Service Delivery

Integrity, transparency and accountability

Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

Challenges

- Increased demand on staff time, due to increased number of bids, proposal evaluation and training
- Increasing legal complexity and changes due to recent court decisions
- Staff , buyers group's training to keep themselves current with changes due to legal decisions , public procurement trends

Opportunities

- Provide additional Services to user departments once relocated to civic centre
- Participate in vendor awareness program launched by York Buyers Cooperative on “ how to do business with the City and Basics of the bid process”
- Internal training programs for City Staff on Purchasing processes
- Consider sale and distribution of bid documents to the Bidders through Bidingo.com

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

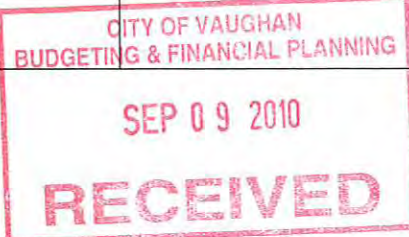
<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Review and update policies and procedures i.e. incorporate all legal / governmental amendments.	2010	Departmental review completed	Updated policies and procedures
Streamline the procurement process: continuously review the procurement processes in order to improve efficiency and results i.e. enhance payment options, methods for bid payments.	2010	Ongoing	Turnaround time for the bids and process improvements
Use of external professional development and in house corporate training courses in order to enhance staff professional skills and professional knowledge i.e. through PMAC, NIGP, OPBA , ISM and OSGOODER	2010	Ongoing	Professionally trained staff
Identify and assess opportunities to implement Green purchasing guidelines i.e. GIPPER, Environmental Seminars	2010	Ongoing	# of implemented green guidelines
Coordination with user departments to improve vendor performance	2010	Ongoing	Improved collaboration



2011-12 Business Plan

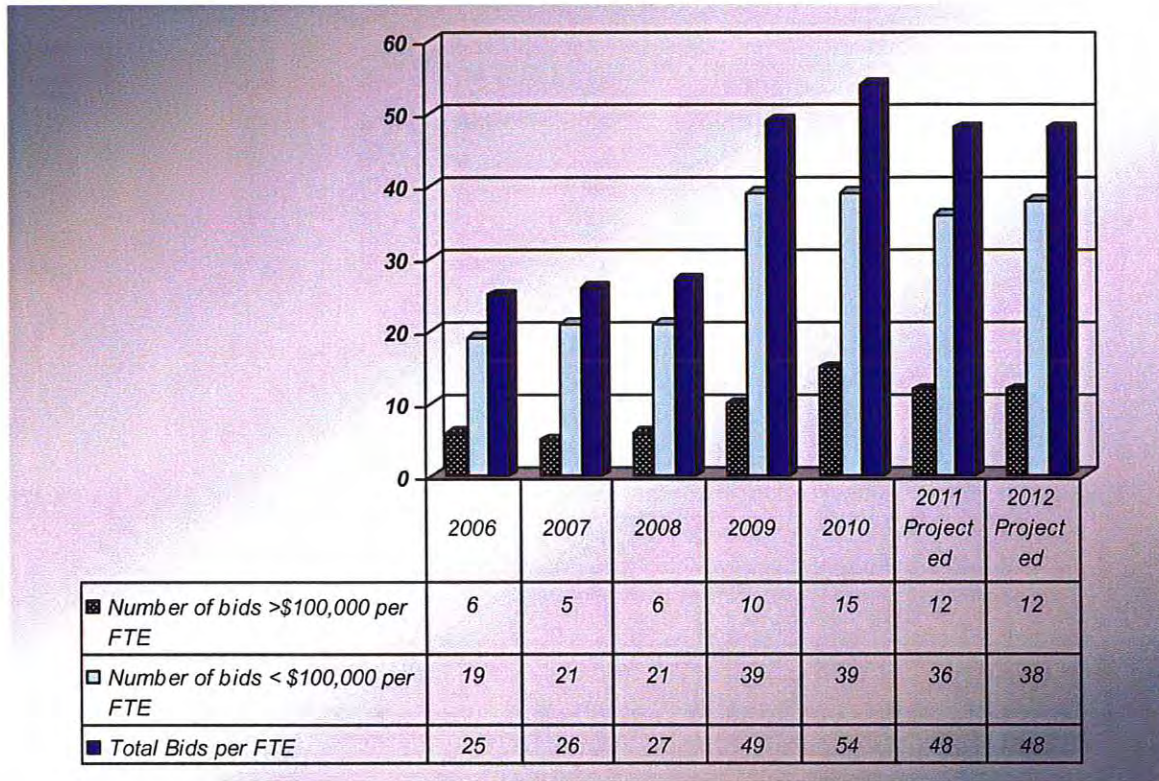
2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Review all bid document and contract templates through Legal department's assistance	3 rd Qtr 2011	Bullet proof bid documents	Purchasing and Legal Staff
2. Develop in house professional training programs for buyers and purchasing staff	4th Qtr 2011	Professional staff Consistent application of Purchasing Policies & Procedures	Purchasing Staff and Professional Associations
3. Review, develop and implement City wide P-Card Program	4th Qtr 2011	Enhanced efficiency and reduced costs through rebates, less paperwork and save staff time	Finance and Purchasing staff
Other All newspaper ads go to Corporate Communication Dept except for Bid Notices. Streamline Newspapers ads process to save purchasing staff time.	4th Qtr 2011	Purchasing staff focus on primary duties	Corporate Communication Staff
2012 (Top 3 Objectives)			
1. Purchasing performance survey internal clients	2nd Qtr 2012	Benchmark and enhance service levels	Purchasing and user departments staff
2. Enhance contract tracking System to update contractor's Insurances and WSIB clearance certificates	3 rd Qtr 2012	Enhanced system efficiency and reduce City's risk and liability	Purchasing and user departments staff
3. Develop and launch Purchasing training programs for City department's staff on Purchasing policies and procedures as requested by the departments. (survey results)	4th Qtr 2012	Enhance staff knowledge on Purchasing	Purchasing and user departments staff
Other			



2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)



BUSINESS OVERVIEW:

Number of Bids per FTE

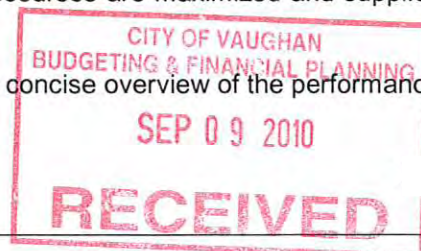
Key Conclusion: (What are some assumptions about the performance measure which should be stated)

On average, Purchasing Department is consistently handling the bid workload at 25 bids per FTE. The number of bids for 2009 has exceeded the average due to ISF and RINC projects. Purchasing is also working towards establishing Vendor of Records agreements for Supplies and Services. This result has increase in total bids for 2010 by over 55 %. However it will stabilize in 2011 and 2012 with 35 to 40% increased numbers.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

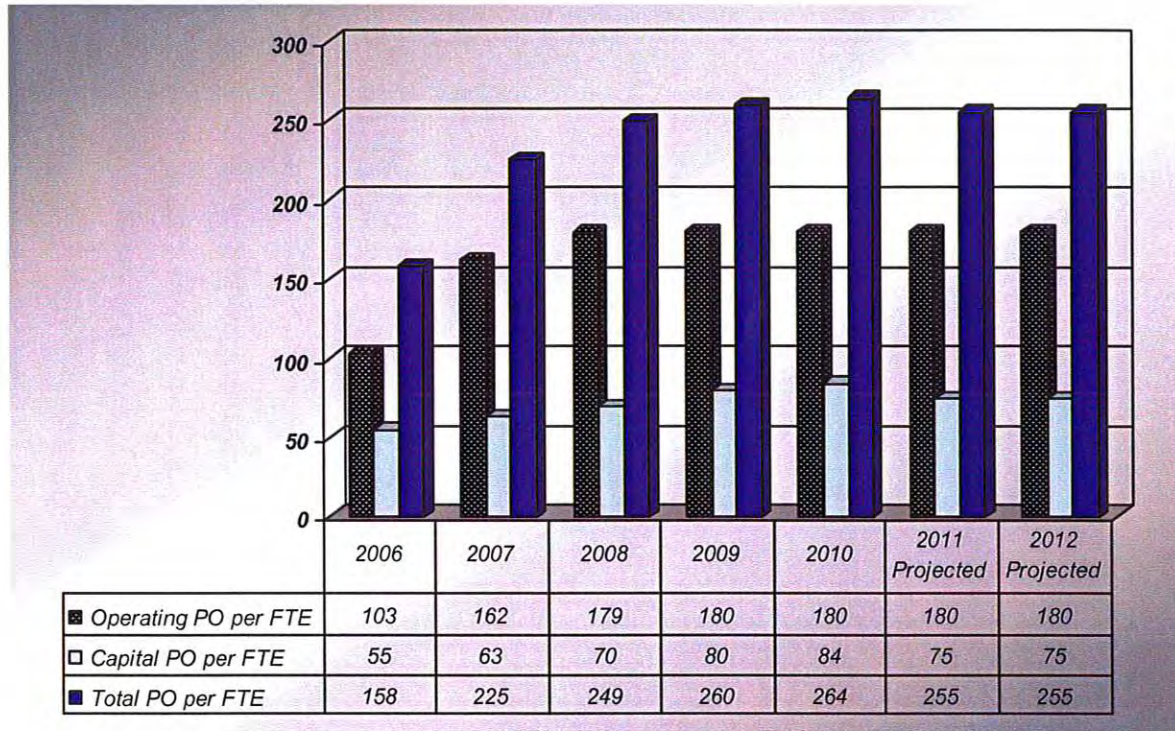
To provide a cost effective supply system to receive the greatest value possible for the corporation a combination of quality, price, product service and delivery, and environmental considerations are managed by the department through the bid process. At the same time ensuring our supplier recourses are maximized and supplier interests are respectively represented.

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)



2011-12 Business Plan

Number of Purchase Orders per FTE

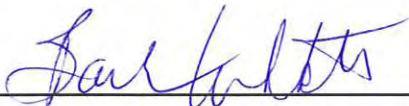


Key Conclusion:

On average, Purchasing Department is consistently handling workload. The total Purchase Orders handled by the department from 2005- 2006 has been on average 158. The final year's figures for 2007 onwards have exceeded the average by over 42%. 2010 / 2011 figures are expected increase further due to Infrastructure Stimulus funded projects and due to departments' compliance of \$3000 limit for field purchase orders.

Notes about the Measure:

Purchase orders are one component of the bid process.



09/09/10

Commissioner Sign-off

Date (mm/dd/yy)





**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary BUYER

Department Purchasing Services **Business Unit Name** 70110 (If applicable)

Request Title BUYER

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	-	-	-	-	-
Net FTE's	1.00	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	78,361	-	78,361	-	78,361
Other continuous costs	2,000	-	2,000	-	2,000
One-time expenses	7,500	(7,500)	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 87,861	\$ (7,500)	\$ 80,361	\$ -	\$ 80,361
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

Purchasing Services Department is in need of additional Staffing, one Buyer to handle the increased bids workload generated by the City departments. Purchasing Services Department is committed to the procurement of goods, services and construction in a timely and cost effective manner through fair and competitive processes in accordance with the Purchasing Policies. This includes the acquisition of goods, services, capital construction projects and equipment for all departments of the City of Vaughan and Vaughan Public Libraries.

The overall procurement needs of user departments have increased approximately 55 to 60% in 2009 as compared to 2008 and beyond for two major reasons.

- In 2009, an approximate increase of 40% was seen due to increased bid requests from departments resulting from cumulative costs for low value field purchase order (FPOs) requiring a bid process in accordance with the Purchasing Policies. In 2010 so far the number of bids has increased 70% in comparison of 2008 and even 15% over of 2009.
- Allocation of infrastructure funding from Provincial and Federal governments in 2009 was another reason for added Bid increase. Moreover timeline was of vital importance for completion of bid process to finalize the ISF contracts.

As the Infrastructure funding allocation is confirmed for 2010 -2011 this portion of work load may end by 2011 however the other approximate 40% of additional workload will continue as regular work to accomplish City needs on an ongoing basis.

To ensure compliance with purchasing policies and procedures, significant change is being observed in support requirements of user departments. Demand for purchasing advice in all procurement matters has increased dramatically, which involves an enormous amount of staff time. Additionally increase in bids reviews, bid protects, resolving legal bid issues, vendors debriefs, submissions evaluations, vendor presentations, staff education and increased FOI requests consumes additional staff time.

Milestones or Deliverables	Timelines	Comments
ISF bids to completed by given dates.		The deadline given by funding agencies are required to be met
Regular Bids		Each bid from the user departments is associated with one of the services provided by the City and requires to be finalized in a maner not to leave a gap in the

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

All city departments are directly affected since the departments depend and are in need of procurement support to acquire supplies and services or construction projects for their day to day functions. Procurement support has a greater impact where major operation services are to be sourced out to a third party such as waste management, snow clearing, and boulevard maintenance etc.

All requirements of City departments whether for their internal functions including but not limited to their needs of office supplies, printing, furniture, computers, staff uniforms, City vehicles etc or external functions such major roads and infrastructure construction projects, are routed through Purchasing Services.

Purchasing services provides support to all operational departments. Their services delivery to the residents and other departments has a direct impact due to timely and cost effective procurement support. The requirement of user departments can be acquisition of equipment, supplies and services, hiring of consultants and professionals or contracting for construction projects to accomplish their primary role and task. All requirements are met thought effective procurement support in timely manner

Request Title	BUYER
---------------	-------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

A-1 Pursue Excellence in Service Delivery – To deliver a high quality of services within approved service standards to all City stakeholders e.g. staff, citizens and businesses.
 C-2 Enhance Fairness, Cost Effectiveness and Transparency – To develop and implement procurement solutions, providing enhanced Integrity, transparency, fairness and accountability with productivity and operational efficiency.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

In its overview Purchasing Services Business plans 2008, 2009 and 2010 clearly indicate the percentage increase in workload in both Key Performance Indicators, Number of Bids per FTE and Number of Purchase Orders per FTE and this challenge has been successfully handled by the department through overtime as an alternative means. Continuation of the alternative overtime approach without any additional resource is likely to have an impact on the existing staff performance.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

In order to fulfill the annual tasks the user departments require 100% procurement support and cost effective utilization of allocated departmental budgets with the user departments. Purchasing support through open fair competitive procurement process enables user departments to achieve effective and efficient targets for best service delivery and levels.

5) Alternatives

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

In 2009 and 2010 the Department tried to rely of staff overtime as an alternative. However this can not be continued on a permanent basis as this will most likely have a negative impact on the staff work performance and to impact staff work- home life balance.

Request Title	BUYER
----------------------	--------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

In case Purchasing Services continue to meet the departments' needs through staff overtime it will have negative impact on staff performance and adverse effects on staff work- life balance.

Non consideration of additional resource request for permanent solution may result in failure to finalize 100% contracts within user departments required timeline which in turn can cause delays / interruption in service delivery and service levels currently offered by various departments of the City.

Errors and omissions by the overworked staff may have potential legal and financial implications.

Insufficient staff time and lack of procurement support to user departments staff is likely to lead towards non-adherence of purchasing policies and procedures by user departments.

To ensure timely procurement support for all city departments for their additional bid requirements and to maintain existing service level this additional staffing position is imperative.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

Purchasing Policies under Municipal Act, Federal Competitive Act, Ontario Discriminatory Business Practices Act, and Trade agreements such as NAFTA, Inter-provincial trade agreement,

What are the compliance requirements?

Comments
In addition to adherence to City's Purchasing Policies under Municipal Act Trade agreements such as NAFTA, Inter-provincial trade agreement, Federal Competitive Act, Ontario Discriminatory Business Practices Act.

Current status of compliance:

Compliant: Currently Purchasing Services is in compliance with all legislative / regulatory requirements; however lack of sufficient resources and rush of accomplishing added tasks may cause non compliance in certain areas

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments
Please describe the type and nature of risk

Probability of Risk Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:
Issues, Objectives, etc.

Current service level vs. target

Request Title	BUYER			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	62,439	
2	* Benefits	(See sect. 8&9)	15,922	
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	2,000	
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		80,361	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	7,500	(7,500)
2	<blank>			
3	<blank>			
Subtotal		7,500	(7,500)	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		87,861	(7,500)	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	-	-	
FTE's	(calculated field - sect. 8&9)	1.00		
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	1.00	-	

Request Title	BUYER			
8) 2011 Complement Details				
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.				
2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Buyer			
Estimated start date (dd-mm-yy to dd-mm-yy)	1/1/2011			
# of positions requested				-
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code	070110.7010			
Grade level	I			
Est. starting step				
2011 Complement Annual Cost Detail				
Annual full-time \$	62,439			62,439
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)		-	-	-
* Annual benefits (calculated field)	15,922	-	-	15,922
* FT contract benefits in lieu (calculated field)		-	-	-
Subtotal	\$ 78,361	\$ -	\$ -	\$ 78,361
Continuous costs	(BU & Acct #.)			
1) membership	"070110-7105"	480		480
2) Professional Developpr	"070110-7115"	1,000		1,000
3) Cell phone	"070110-7122-01"	520		520
4) <blank>				-
Subtotal		\$ 2,000	\$ -	\$ 2,000
One-time costs	(BU & Acct #.)			
1) Computer equip.	"070110-7120"	2,500		2,500
2) Office equip.	"070110-7210"	4,000		4,000
3) Other		1,000		1,000
Subtotal		7,500	-	7,500
Total 2011 Complement Annual Costs	\$ 87,861	\$ -	\$ -	\$ 87,861
Additional Comments:				

Request Title	BUYER
---------------	-------

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)		-	-	-
* Annual benefits (<i>calculated field</i>)		-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)		-	-	-
Subtotal	\$	-	\$	-

Continuous costs	(BU & Acct #.)				
1) Cell Phone					-
2) Training					-
3) Memberships					-
4) <blank>					-
Subtotal		\$	-	\$	-

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$	-	\$	-	\$	-
---	-----------	----------	-----------	----------	-----------	----------

Additional Comments:



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary SENIOR TECHNICAL CLERK

Department Purchasing Services **Business Unit Name** 70110 (if applicable)

Request Title SENIOR TECHNICAL CLERK
Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	-	-	-	-	-
Net FTE's	-	1.00	1.00	-	1.00
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	-	67,953	67,953	-	67,953
Other continuous costs	-	-	-	-	-
One-time expenses	-	3,500	3,500	(3,500)	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ -	\$ 71,453	\$ 71,453	\$ (3,500)	\$ 67,953
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

Purchasing Services Department is in need of additional Staffing, One Senior Technical Clerk to support buyers with the increased bidding workload generated by the City departments. This position is an integral part of bid preparation process enabling buyers to prepare additional bids for release. The buyers focus more on professional procurement related aspects of the bid process to ensure adherence with purchasing policies and related regulations where as the senior technical clerks handle administrative aspect of the bid process by timely preparing and issuing the bid documents, addendums advertise bids, uploads bids on various websites and also receive document fees and bid submissions from the vendors. Purchasing Services Department is committed to the procurement of goods, services and construction in a timely and cost effective manner through fair and competitive processes in accordance with the Purchasing Policies. This includes the acquisition of goods, services, capital construction projects and equipment for all departments of the City of Vaughan and Vaughan Public Libraries.

The overall procurement needs of user departments have increased approximately 55 to 60% in 2009 as compared to 2008 and beyond for two major reasons.

- In 2009, an approximate increase of 40% was seen due to increased bid requests from departments resulting from cumulative costs for low value field purchase order (FPOs) requiring a bid process in accordance with the Purchasing Policies. In 2010 so far the number of bids has increased 70% in comparison of 2008 and even 15% over of 2009.
- ... Allocation of infrastructure funding from Provincial and Federal governments in 2009 was another reason for added Bid increase. Moreover timeline was of vital importance for completion of bid process to finalize the ISF contracts.

As the Infrastructure funding allocation is confirmed for 2010 -2011 this portion of work load may end by 2011 however the other approximate 40% of additional workload will continue as regular work to accomplish City needs on an ongoing basis.

Milestones or Deliverables	Timelines	Comments
ISF bids to completed by given dates.		The deadline given by funding agencies are required to be met
Regular Bids		Each bid from the user departments is associated with one of the services provided by the City and requires to be finalized in a maner not to leave a gap in the

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

All city departments are directly affected since the departments are in need of procurement support to acquire supplies and services or construction projects for their day to day functions. Procurement support has a greater impact where major operation services are to be sourced out to a third party such as waste management, snow clearing, and boulevard maintenance etc.

All requirements of City departments whether for their internal functions including but not limited to their needs of office supplies, printing, furniture, computers, staff uniforms, City vehicles etc or external functions such major roads and infrastructure construction projects, are routed through Purchasing Services.

Purchasing services provides support to all operational departments. Their services delivery to the residents and other departments has a direct impact due to timely and cost effective procurement support. The requirement of user departments can be acquisition of equipment, supplies and services, hiring of consultants and professionals or contracting for construction projects to accomplish their primary role and task. All requirements are met thought effective procurement support in timely manner.

Request Title	SENIOR TECHNICAL CLERK							
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.							
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives								
A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:								
Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020		
						Goal	Objective	
* Select either - General Correlation or Mandatory for Success from drop box								
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:								
A-1 Pursue Excellence in Service Delivery – To deliver a high quality of services within approved service standards to all City stakeholders e.g. staff, citizens and businesses.								
C-2 Enhance Fairness, Cost Effectiveness and Transparency – To develop and implement procurement solutions, providing enhanced Integrity, transparency, fairness and accountability with productivity and operational efficiency.								
3) Business Plan Link & Related Performance Indicators								
Please relate request to Department Business Plan								
In its overview Purchasing Services Business plans 2008, 2009 and 2010 clearly indicate the percentage increase in workload in both Key Performance Indicators, Number of Bids per FTE and Number of Purchase Orders per FTE and this challenge has been successfully handled by the department through overtime as an alternative means. Continuation of the alternative overtime approach without any additional resource is likely to have an impact on the existing staff performance.								
4) Benefits - Efficiencies & Effectiveness								
Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.								
In order to fulfill the annual tasks the user departments require 100% procurement support and cost effective utilization of allocated departmental budgets with the user departments. Purchasing support through open fair competitive procurement process enables user departments achieving effective and efficient targets for best service delivery and levels.								
The complete bid process project encompasses following major milestones, preparing the bid documents, finalizing terms and conditions appropriate to each bid requirement, advertising, bid notices, preparing bid packages, issuance of bid documents, issuance of addendum, receiving the bids, site meetings, bid openings, review of submissions for compliance, seeking clarifications if any, coordinating bids evaluation and vendor presentations, helping finalizing selection and preparing reports, and putting together contract documents and signing of contracts, vendor debriefings. Twenty percentage of the total project work is handled by the senior clerk to help buyer focus on more profession aspects of the bid process.								
5) Alternatives								
Are there alternatives or options? Please explain what they are and why they are not the primary approach.								
In 2009 and 2010 the Department tried to rely of staff overtime as an alternative. However this can not be continued on a permanent basis as this will most likely have a negative impact on the staff work performance and to impact staff work- home life balance.								

Request Title	SENIOR TECHNICAL CLERK
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

In case Purchasing Services continue to meet the departments' needs through staff overtime it will have negative impact on staff performance and adverse effects on staff work- life balance.
 Non consideration of additional resource request for permanent solution may result in failure to finalize 100% contracts within user departments required timeline which in turn can cause delays / interruption in service delivery and service levels currently offered by various departments of the City.
 Errors and omissions by the overworked staff may have potential legal and financial implications.
 Insufficient staff time and lack of procurement support to user departments staff is likely to lead towards non-adherence of purchasing policies and procedures by user departments.
 To ensure timely procurement support for all city departments for their additional bid requirements and to maintain existing service level this additional staffing position is imperative.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

Purchasing Policies under Municipal Act, Federal Competitive Act, Ontario Discriminatory Business Practices Act, and Trade agreements such as NAFTA, Inter-provincial trade agreement,

What are the compliance requirements?

Comments

In addition to adherence to the City's Purchasing Policies under Municipal Act, the bid process must comply with other legislative/Regulatory requirements and Trade agreements such as NAFTA, Inter-provincial trade agreement, Federal Competitive Act,

Current status of compliance:

Compliant: Currently Purchasing Services is in compliance with all legislative / regulatory requirements; however lack of sufficient resources and rush of accomplishing added tasks may cause non compliance in certain areas

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

Non Compliance to the City's Purchasing Policies and other legislative requirements could cause City a litigation risk

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

--

Current service level vs. target

Request Title	SENIOR TECHNICAL CLERK			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	53,931
2	* Benefits	(See sect. 8&9)	-	14,022
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		-	67,953	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	3,500 (3,500)
2	<blank>			
3	<blank>			
Subtotal		-	3,500	(3,500)
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		-	71,453	(3,500)
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	-	-	
FTE's	(calculated field - sect. 8&9)	-	1.00	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	-	1.00	

Request Title	SENIOR TECHNICAL CLERK			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
8) 2011 Complement Details				
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.				
2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				
2011 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay <i>(calculated field)</i>		-	-	-
* Annual benefits <i>(calculated field)</i>		-	-	-
* FT contract benefits in lieu <i>(calculated field)</i>		-	-	-
Subtotal	\$	- \$	- \$	- \$
Continuous costs	<i>(BU & Acct #.)</i>			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$	- \$	- \$	- \$
One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.	"070110-7120"			-
2) Office equip.				-
3) Other				-
Subtotal		-	-	-
Total 2011 Complement Annual Costs	\$	- \$	- \$	- \$
Additional Comments:				

Request Title	SENIOR TECHNICAL CLERK			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
9) 2012 Complement Details				
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.				
2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Senior Technical Clerk			
Estimated start date	1/1/2012			
# of positions requested				-
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #	"070110"			
Grade level	F			
Est. starting step				
2012 Complement Annual Cost Detail				
Annual full-time \$	53,931			53,931
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	14,022	-	-	14,022
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ 67,953	\$ -	\$ -	\$ 67,953
Continuous costs	<i>(BU & Acct #.)</i>			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.	2,500			2,500
2) Office equip.				-
3) Other	1,000			1,000
Subtotal	3,500	-	-	3,500
Total 2012 Complement Annual Costs	\$ 71,453	\$ -	\$ -	\$ 71,453
Additional Comments:				



2011-12 DRAFT OPERATING BUDGET

COMMISSIONER OF LEGAL AND
ADMINISTRATIVE SERVICES

➤ FINANCIAL SUMMARY

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011			2012						
				Budget 2011	Inc/(Dec)	Account Reallocation	2011 Total Budget Variance	Budget 2012	Inc/(Dec)	Account Reallocation	2012 Total Budget Variance		
					\$	\$	\$	\$	\$	\$	\$	%	%
030 - Comm. of Legal & Admin. Serv.													
Revenue													
3572 Joint Service Revenue	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%
Revenue	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%
Labour Accounts													
7010 Full Time	242,233	254,379	253,804	260,502	6,698	6,698	2,64%	270,973	10,471	10,471	10,471	4.02%	4.02%
7015 Part Time	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	0.00%
7017 Benefits	61,770	60,422	64,721	66,428	1,707	1,707	2.64%	70,453	4,025	4,025	4,025	6.06%	6.06%
Labour Account Subtotal	304,003	314,801	318,525	326,930	8,405	8,405	2.64%	341,426	14,496	14,496	14,496	4.43%	4.43%
Non Labour Accounts													
7100 Mileage	0	9	0	0	0	0	0.00%	0	0	0	0	0.00%	0.00%
7103 407-ETR Toll Charges	2,033	2,175	1,265	1,265	0	0	0.00%	1,265	0	0	0	0.00%	0.00%
7105 Memberships/Dues/Fees	3,174	3,183	3,350	3,525	0	175	5.22%	3,525	0	0	0	0.00%	0.00%
7110 Meals & Meal Allowances	145	168	1,315	1,315	0	0	0.00%	1,315	0	0	0	0.00%	0.00%
7115 Training & Development	106	0	390	390	0	0	0.00%	390	0	0	0	0.00%	0.00%
7120 Telephone Charges	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	0.00%
7122 Cellular Telephones	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	0.00%
7125 Subscriptions/Publications	275	331	240	240	0	0	0.00%	240	0	0	0	0.00%	0.00%
7130 Seminars & Workshops	399	270	4,500	4,500	0	0	0.00%	4,500	0	0	0	0.00%	0.00%
7200 Office Supplies	323	270	385	385	0	0	0.00%	385	0	0	0	0.00%	0.00%
7205 Computer Supplies	0	0	250	250	0	0	0.00%	250	0	0	0	0.00%	0.00%
7210 Office Equip. & Furniture	0	0	1,575	1,400	0	(175)	-11.11%	1,400	0	0	0	0.00%	0.00%
7211 Computer Hardware/Software	351	0	0	0	0	0	0.00%	0	0	0	0	0.00%	0.00%
7220 Copier/Fax Lease Charges	3,082	3,291	5,005	5,005	0	0	0.00%	5,005	0	0	0	0.00%	0.00%
7315 Preventative Mtce. A	109	100	75	75	0	0	0.00%	75	0	0	0	0.00%	0.00%
7415 Rental, Leases - Vehicles	9,541	10,431	9,645	9,730	85	85	0.88%	9,730	0	0	0	0.00%	0.00%
7520 Professional Fees	5,096	11,210	19,580	19,580	0	0	0.00%	19,580	0	0	0	0.00%	0.00%
7560 Gas/Diesel - Vehicles	4,697	5,697	6,360	6,360	0	0	0.00%	6,360	0	0	0	0.00%	0.00%
7630 Wireless/Internet Commun.	1,178	1,161	1,000	1,000	0	0	0.00%	1,000	0	0	0	0.00%	0.00%
7696 GST Adjustment 2004	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	0.00%
7699 Sundry Expenses	342	173	265	265	0	0	0.00%	265	0	0	0	0.00%	0.00%
7780 Trsf. to Reserves-Insurance	2,415	2,910	2,910	3,465	555	555	19.07%	3,685	220	220	220	6.35%	6.35%
Non Labour Account Subtotal	33,266	41,379	58,110	58,750	640	640	1.10%	58,970	220	220	220	0.37%	0.37%
Total Expense	337,269	356,180	376,635	385,680	9,045	9,045	2.40%	400,396	14,716	14,716	14,716	3.82%	3.82%

2011 Budget Variance Comments

Full Time	Increase due to economic adjustment
Benefits	Increase in relation to salaries increase
Memberships/Dues/Fees	Reallocated to Office Equip. & Furniture
Office Equip. & Furniture	Reallocated from Memberships/Dues/Fees
Rental, Leases - Vehicles	Decrease to adjust budget to actual lease charges, includes effect of HST Implementation
Trsf. To Reserves-Insurance	Allowable increase to fund City insurance cost

2012 Budget Variance Comments

Full Time	Increase due to economic adjustment
Benefits	Increase in relation to salaries increase and as per Guidelines
Trsf. To Reserves-Insurance	Allowable increase to fund City insurance cost



2011-12 DRAFT OPERATING BUDGET

CITY CLERK

➤ FINANCIAL SUMMARY

➤ BUSINESS PLAN

➤ ADDITIONAL RESOURCE REQUESTS

All have been deferred to 2013

- Shredding Bins
- Coordinator – Civil Marriages, Elections and Online Services
- EDMS Technical SME
- Business Analyst

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Account Inc/(Dec)		2011 Account Reallocation		2011 Total Budget Variance		2012 Account Inc/(Dec)		2012 Account Reallocation		2012 Total Budget Variance	
060 - City Clerk Revenue																	
3500 CITY REVENUE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
3511 Service Charges	(392,187)	(460,651)	(372,207)	(402,207)	(30,000)	(30,000)	0	0	0	(30,000)	8.06%	0	0	0	0	0	0.00%
3520 Corp. Misc. Revenues	0	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
3522 Trsf. fm Res. & Res. Funds	(2,484,198)	(1,476,183)	(2,660,000)	(3,167,000)	(507,000)	(507,000)	0	0	0	(507,000)	19.06%	(200,000)	0	(200,000)	0	(200,000)	6.32%
3524 Trsf. from Capital Fund	0	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
3568 Fines	(1,014,968)	(1,020,602)	(873,144)	(963,710)	(90,566)	(90,566)	0	0	0	(90,566)	10.37%	(102,065)	0	(102,065)	0	(102,065)	10.59%
3572 Joint Service Revenue	0	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
3574 Rev. from Recover. Expenses	0	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
3576 Taxable Sales	(1,015)	(1,248)	(7,278)	(1,920)	5,358	0	5,358	0	5,358	-73.62%	(1,920)	0	0	0	0	0	0.00%
3614 General Revenue	(6,545)	(6,168)	(10,063)	(4,437)	5,626	0	5,626	0	5,626	-55.91%	(4,437)	0	0	0	0	0	0.00%
3618 Dept. Misc. Revenues	(27,345)	(27,523)	(17,155)	(25,348)	(8,193)	(8,193)	0	0	0	(8,193)	47.76%	0	0	0	0	0	0.00%
3621 Insurance Claims Revenue	(9,814)	(21,447)	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
Revenue	(3,936,072)	(3,013,822)	(3,939,847)	(4,564,622)	(624,775)	(624,775)	0	(624,775)	0	(624,775)	15.86%	(302,065)	0	(302,065)	0	(302,065)	6.62%
Labour Accounts																	
7010 Full Time	2,706,471	3,027,944	3,109,974	3,092,290	100,066	(117,750)	100,066	(117,750)	0	(17,684)	0.00%	129,261	0	129,261	0	129,261	4.18%
7012 Overtime	20,514	18,075	22,665	23,345	680	0	680	0	680	3.00%	23,635	290	0	290	0	290	1.24%
7015 Part Time	320,503	233,364	143,500	271,269	10,019	117,750	10,019	117,750	127,769	89.04%	273,072	1,803	0	1,803	0	1,803	0.66%
7017 Benefits	725,190	741,847	815,569	820,133	4,564	0	4,564	0	4,564	0.56%	862,686	42,553	0	42,553	0	42,553	5.19%
7031 Incidental Exp. & Allow.	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0	0.00%
7040 Honorariums	15,798	21,910	26,320	26,320	0	0	0	0	0	0.00%	26,320	0	0	0	0	0	0.00%
Labour Account Subtotal	3,788,476	4,043,140	4,118,028	4,233,357	115,329	0	115,329	0	115,329	2.80%	4,407,264	173,907	0	173,907	0	173,907	4.11%
Non Labour Accounts																	
7100 Mileage	2,641	2,093	2,700	3,000	0	300	0	300	300	11.11%	3,000	0	0	0	0	0	0.00%
7103 407-ETR Toll Charges	36	80	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0	0.00%
7105 Memberships/Dues/Fees	6,941	5,457	7,240	6,940	0	(300)	0	(300)	(300)	-4.14%	6,940	0	0	0	0	0	0.00%
7110 Meals & Meal Allowances	25,288	22,522	24,310	25,785	0	1,475	0	1,475	1,475	6.07%	25,785	0	0	0	0	0	0.00%
7115 Training & Development	6,624	799	15,820	15,975	0	155	0	155	155	0.98%	15,975	0	0	0	0	0	0.00%
7120 Telephone Charges	645	259	1,180	1,180	0	0	0	0	0	0.00%	1,180	0	0	0	0	0	0.00%
7122 Cellular Telephones	3,404	3,566	6,190	6,000	0	(190)	0	(190)	(190)	-3.07%	6,000	0	0	0	0	0	0.00%
7125 Subscriptions/Publications	1,849	2,280	3,430	4,165	0	735	0	735	735	21.43%	4,165	0	0	0	0	0	0.00%
7126 Mailings	11	0	1,000	1,000	0	0	0	0	0	0.00%	1,000	0	0	0	0	0	0.00%
7130 Seminars & Workshops	1,052	1,352	2,890	2,890	0	0	0	0	0	0.00%	2,890	0	0	0	0	0	0.00%
7135 Advertising	3,193	10,192	22,519	22,520	1	0	1	0	1	0.00%	22,520	0	0	0	0	0	0.00%
7200 Office Supplies	26,784	22,108	21,809	21,110	1	(700)	1	(700)	(699)	-3.21%	21,110	0	0	0	0	0	0.00%
7202 Records Mgmt Supplies	61,581	74,993	63,078	63,080	2	0	2	0	2	0.00%	63,080	0	0	0	0	0	0.00%

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011 Inc/(Dec)	2011 Account Reallocation	2011 Total Budget Variance	Budget 2012	2012 Inc/(Dec)	2012 Account Reallocation	2012 Total Budget Variance
					\$	\$	\$		\$	\$	\$
							%				%
7205 Computer Supplies	14,031	9,735	8,530	8,530	0	0	0.00%	8,530	0	0	0.00%
7210 Office Equip. & Furniture	3,083	1,202	8,210	8,210	0	0	0.00%	8,210	0	0	0.00%
7211 Computer Hardware/Software	3,501	4,281	10,000	10,000	0	0	0.00%	10,000	0	0	0.00%
7215 Mtce. & Repairs - Equip.	6,941	3,554	2,450	2,650	0	200	8.16%	2,650	0	0	0.00%
7220 Copier/Fax Lease Charges	37,211	43,619	44,980	49,430	0	4,450	9.89%	49,430	0	0	0.00%
7221 Corporate Promotions	0	0	27,000	11,035	0	(15,965)	-59.13%	11,035	0	0	0.00%
7222 Printing	21,889	22,622	64,688	55,900	2	(8,790)	-13.59%	55,900	0	0	0.00%
7225 Postal Services	330,801	495,260	366,555	367,155	0	600	0.16%	367,155	0	0	0.00%
7226 Courier Services	2,587	2,243	1,960	2,060	0	100	5.10%	2,060	0	0	0.00%
7235 Archival Expenses	5,242	4,561	9,590	9,290	0	(300)	-3.13%	9,290	0	0	0.00%
7300 Protect. Clothing/Uniforms	492	110	790	790	0	0	0.00%	790	0	0	0.00%
7311 Renovations	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7315 Preventative Mtce. A	11,002	10,543	12,480	12,480	0	0	0.00%	12,480	0	0	0.00%
7330 Materials and Supplies	12,515	8,933	31,690	31,690	0	0	0.00%	31,690	0	0	0.00%
7340 Machine Time	5,390	0	5,390	5,390	0	0	0.00%	5,390	0	0	0.00%
7380 Microfilming Imaging Serv.	0	2,583	2,500	2,500	0	0	0.00%	2,500	0	0	0.00%
7410 Rental, Leases - Equipment	115,538	115,308	129,600	130,052	452	0	0.35%	130,050	(2)	0	0.00%
7415 Rental, Leases - Vehicles	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7425 OMB and Other Fees	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7445 Awards	900	900	1,100	1,100	0	0	0.00%	1,100	0	0	0.00%
7447 Sponsorships	20,000	26,800	5,000	10,000	0	5,000	100.00%	10,000	0	0	0.00%
7470 Insurance Expenses	2,491,377	3,381,766	2,640,000	3,147,000	507,000	0	19.20%	3,347,000	200,000	0	6.36%
7520 Professional Fees	0	4,065	20,000	20,000	0	0	0.00%	20,000	0	0	0.00%
7531 Service Contracts	162	0	0	0	0	0	0.00%	0	0	0	0.00%
7560 Gas/Diesel - Vehicles	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7630 Wireless/Internet Commun.	13,058	11,002	11,460	15,700	0	4,240	37.00%	15,700	0	0	0.00%
7640 Cable TV/Satellite Service	0	0	340	340	0	0	0.00%	340	0	0	0.00%
7696 GST Adjustment 2004	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7698 Grouped Expenses	1,140	0	2,500	2,500	0	0	0.00%	2,500	0	0	0.00%
7699 Sundry Expenses	96,366	45,945	9,800	18,790	0	8,990	91.73%	18,790	0	0	0.00%
7700 Chgs. from Other Depts.	159	0	100	100	0	0	0.00%	100	0	0	0.00%
7710 Internal Recoverable	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7712 Joint Serv. Recovery-Library	(12,030)	(3,567)	(13,570)	(13,570)	0	0	0.00%	(13,570)	0	0	0.00%
7780 Trsf. to Reserves-Insurance	2,980	3,590	3,590	4,275	685	0	19.08%	3,590	(685)	0	-16.02%
Non Labour Account Subtotal	3,324,384	4,340,756	3,578,899	4,087,042	508,143	0	14.20%	4,286,355	199,313	0	4.88%
Total Expense	7,112,860	8,383,896	7,696,927	8,320,399	623,472	0	8.10%	8,693,619	373,220	0	4.49%

2011 Budget Variance Comments

Service Charges	Increase due to volume change
Fines	Increase due to volume change
Taxable Sales	Increase due to volume change
General Revenue	Increase due to volume change
Dept. Misc. Revenues	Increase due to volume change
Full Time	Decrease due to reallocation of full time position to part time position to correct error offset by increase due to pro-rated progression and economic adjustments
Overtime	Increase due to union agreement rate changes
Part Time	Increase due to reallocation from full time position to correct error offset by increases in pro-rated progression and economic adjustments
Benefits	Slight increase due to economic adjustments related to economic adjustments were offset by savings in lower benefit rate for part time staff
Rental, Leases – Equipment	Slight price increase for copier lease.
Insurance Expenses	Allowable increase to fund City insurance cost
Trans. To Reserves – Insurance	Allowable increase to fund City insurance cost

2012 Budget Variance Comments

Full Time	Increase due to pro-rated progression and economic adjustment
Overtime	Increase due to union agreement rate changes
Benefits	Increase in relation to salary changes
Insurance Expenses	Allowable increase to fund City insurance cost
Trans. To Reserves – Insurance	Allowable increase to fund City insurance cost

2011-12 Business Plan

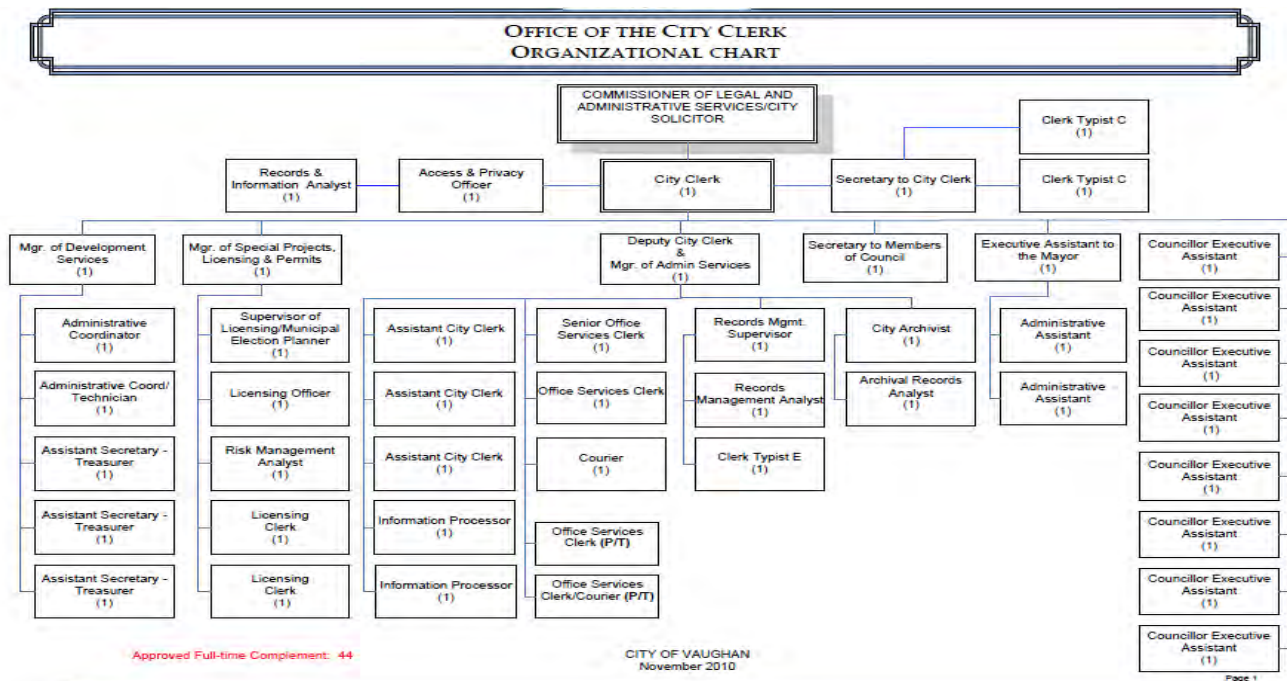
BUSINESS OVERVIEW

Service Statement: (Describe the core responsibilities for your department)

The City Clerk's Department provides quality secretariat services to Council and its standing, advisory and ad hoc Committees as well as Task Forces. The Records and Archives Division is responsible for maintaining all corporate records including appropriate records retention and disposal. The Access & Privacy Office responds to Freedom of Information requests from the public, and oversees the City's responsibility for the protection of personal information.

Staff also issue a full range of licenses and permits including marriage, business and lottery licenses. The Committee of Adjustment processes minor variances and consents under the Planning Act. Clerk's staff are also responsible for conducting municipal elections and providing a full mailing and printing service for the Corporation. In addition, staff manage the Corporation's Insurance and Risk Management programs.

Service Profile: (Provide the Organizational Chart for your department)



Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	44	44	44	44	0	0
*Part Time	3	4	2	2		
*Overtime	\$23,205	\$25,180	\$22,665	\$22,665		

*City Clerk's Office only

Key Stakeholders: (detail major internal and external stakeholders who interact with the department—key people impacted and involved)

- Council
- Boards
- Statutory and Non-statutory Committees
- City of Vaughan Internal Departments

Other levels of government and external agencies
Residents and Businesses

2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

Pursue Excellence in Service Delivery
Enhance Productivity, Cost Effectiveness and Innovation
Demonstrate Leadership & Promote Effective Governance

Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

- The Departmental move into new City Hall, bringing together staff from three separate locations;
- Significant demands from other City departments as they undertake their own moves and consolidations; shedding or reorganizing their records holdings in the process;
- Significant activities associated with the acquisition and implementation of EDMS;
- Lack of detailed population data for budget and election purposes;
- The implementation of Vaughan On-line will give the Clerk's Office greater control over its web postings; but with a commensurate burden on staff resources; and
- Restructuring of municipal election polls a staff management assistant, and possible ward boundary review.

2011 will also see a marked expansion in the City's privacy protection program, and greater involvement in enterprise records management through EDMS. 2011 will also see the development of an electronic interface for Members for use during Council and Committee meetings. These activities will have prominence for several years beyond 2011.

2011-12 Business Plan

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	<u>Year</u>	<u>Status</u>	<u>Outcome/Results</u>
Continue to provide a high level of Secretariat services	2010	Ongoing	Accurate recording of Council decisions and timely dissemination of such information to internal & external stakeholders
Completed a review of ward boundary redistribution and regional wards	Q4/09	Completed	Implemented change in ward boundaries
Explore enhanced use of technology in the Secretariat divisions' practices and procedures, including implementation of electronic/digital equipment in Council chambers	2010	Ongoing	New technology implemented in new City Hall
Completed business case and functional specifications of corporate electronic document management system (EDMS)	2010	Completed	Business Case and functional specifications completed
Complete a review of the committee structure and passed procedural by-law	2010	completed	Report approved by Council
Formalize a City wide risk management plan- Q4/09	2010	Ongoing	Awaiting finalization
Establish corporate privacy program implementation 2010 and beyond	2010	Ongoing	Corporate privacy program
Organized and administered 2010 municipal election	Q4/10	Completed	Election held in October 2010

2011-12 Business Plan

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
RFP for Electronic Document Management System (EDMS) implementation and preliminary work for system integration, and review of records management business processes.	Q4/11	Completion of RFP and initiation of system implementation	Two proposed ARR's
Implementation of Council Chamber Systems for conduct of Committee and Council meetings	Q2/11	Implementation of Control and Content Tools for Council meeting management and participation.	City Clerk's Office; ITM; Buildings & Facilities and City Hall Contractors
2010 election close-out activities and beginning of preparation for Ward Boundary Review and 2014 election event.	2011	Payment of Rebates; Ward Boundary Review Design; Program Plan 2014 election	One proposed ARR
2012 (Top 3 Objectives)			
Implementation of EDMS and new records management processes.	2012	More effective records management	TBD
Ward Boundary Review and 2014 election preparation	2012	Adoption of By-law	One 2011 ARR
Insurance Recovery Management Subregation	2012	Improved effectiveness of insurance management process	N/A

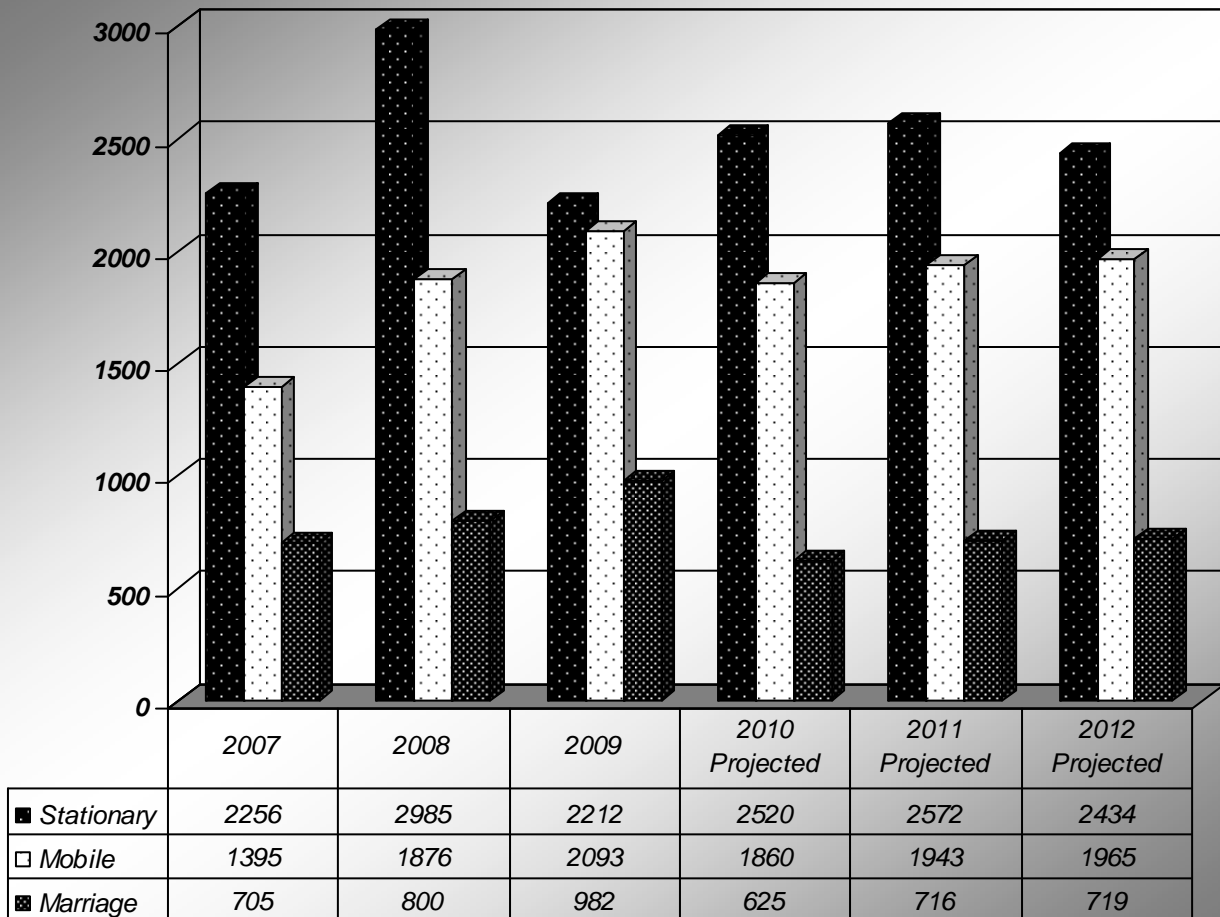
Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

1. Number of licenses issued per fiscal year
2. Cost per license issued
3. Average turnaround time per business license application (Business Weeks)
4. Number of Requests and Appeals and Privacy Complaints
5. Compliance for access and privacy requests within the 30 day statutory timeline
6. Number of JOC records centre requests per annum
7. Archival Services Information/Research Requests per Annum
8. Quantity of Archival Records Processed per Annum
9. # of Committee of Adjustment applications
10. # of registrations/FTE

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Number of Business Licenses Issued per Fiscal Year



Key Conclusion:

The number of total licenses processed across the stationary and mobile licence categories has increased on average 18% from 2007 to 2010. Policy and process adjustments increased the availability of processing service hours to accommodate the increased demand.

Notes about the Measure:

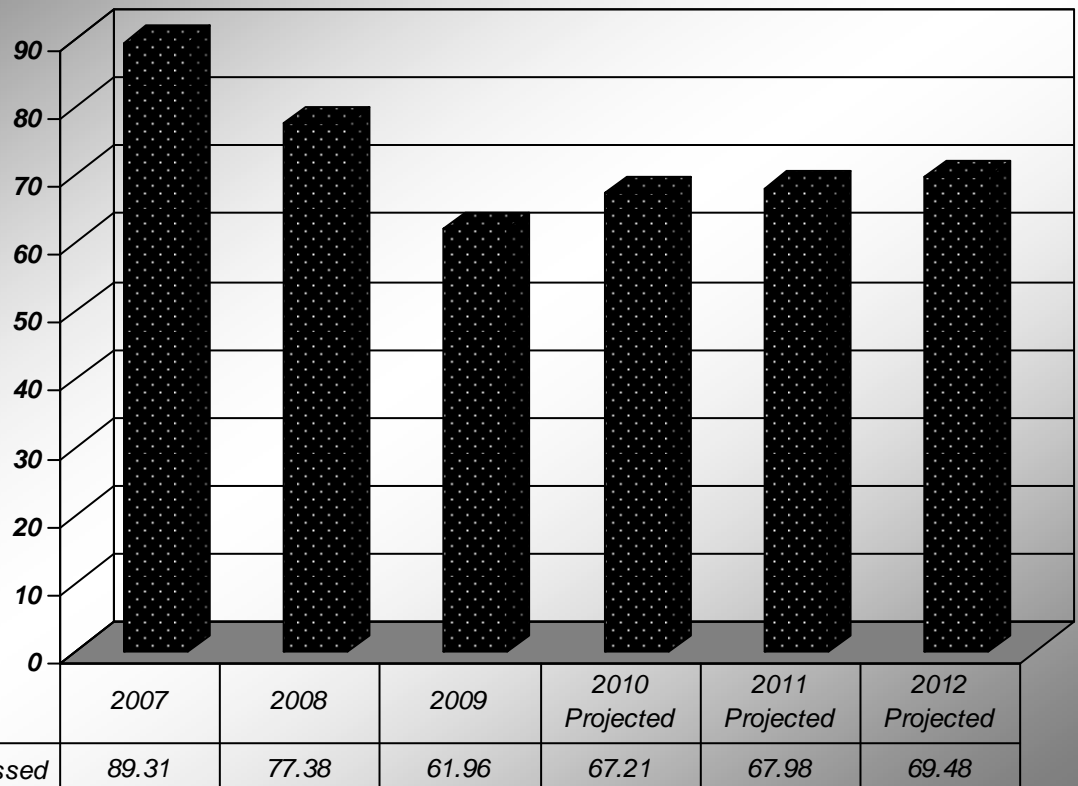
The 2011 – 2012 Stationary and Mobile type license projections are based on a three year average. The Marriage License increase in 2009 was a result of the City of Toronto strike in the summer of 2009, which would otherwise have indicated a decline in issuance for that year. A downturn in the economy in 2009, and the raising of the Marriage License fee closer to that of surrounding municipalities has had a negative effect on issuance in 2010. The 2011 projections are reflective of a nominal economic recovery that usually follows a downturn. Although a minor increase in some of the sub-categories of the Mobile Licensing category is expected, a small decrease in 2010 Driving School Instructors (due to a provincial strike in late 2009 that resulted in instructors leaving the industry) and a variety of economic and tax reporting factors is expected to minimize increases in the taxi industry. This has minimized the overall issuance, and will prolong any significant increases.

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Cost per Processed License

Definition: Gross operating cost of staff involved in processing stationary and mobile licenses per processed license or per budgeted processing service hour.



Key Conclusion:

Unit costs have decreased from 2005 to 2009 as license volumes processed have increased in most licensing categories. Slightly higher 2010 – 2012 projected costs are a result of a part time position being converted to full time to meet the increased workload associated with the increase in issuance.

Notes about the Measure:

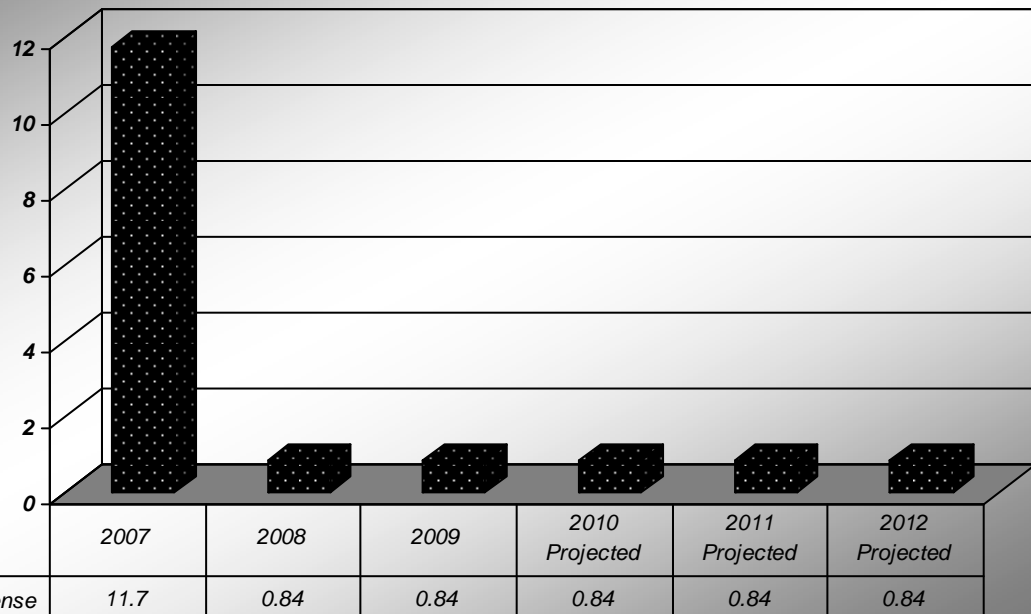
Costs include only Licensing staff. An allocated percentage of Managerial wages was removed from the cost of each processed license in order to more accurately reflect the performance of the Department.

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Average Turnaround Time per License Application (Business Weeks)

Definition: Average number of business weeks required to process a business license from the date of application (including Building & Fire Inspections and remedial actions required of the applicant).



Key Conclusion:

License application turnaround time has decreased 93% over the 2007 to 2010 time period. The steep decline in the turnaround time of the licensing process has occurred mainly as a result of the flip-side of productivity growth in the number of licenses being processed and the streamlining of processes that include mail in renewals, batchwork of normally fragmented duties and a process change that now only requires the upfront qualification of Zoning compliance for license issuance. Compliance on outstanding Building and Occupancy permits, Fire and Health Issues are no longer a prerequisite of license issuance, and are now brought into compliance accordingly by the agency having jurisdiction.

Notes about the Measure:

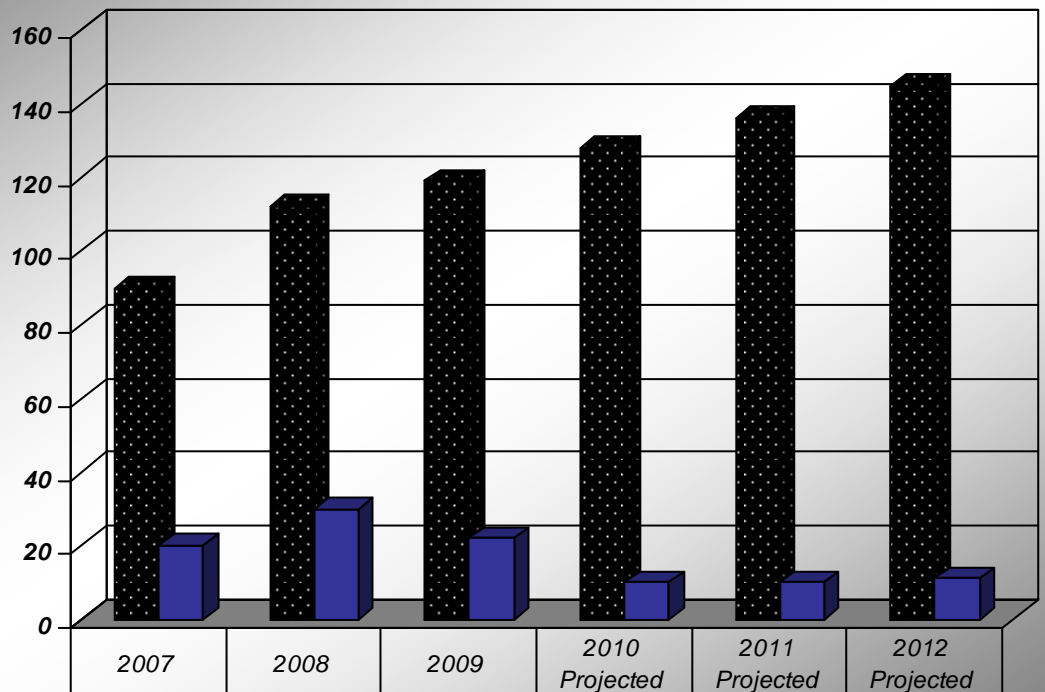
Although new Stationary Type licenses has an average 5 day turnaround time, Marriage and Mobile type licenses are issued same day. Future turnaround time measurement by staff can only be improved by excluding the external turnaround time associated with zoning clearance from the Building

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Number of Access Requests and Appeals and Privacy Complaints

Definition: The total number of requests, appeals and privacy complaints pursuant to the Municipal Freedom of Information and Protection of Privacy Act



■ Number of Requests	90	112	119	128	136	145
■ Appeals and Privacy Complaints	20	30	22	10	10	11

Key Conclusion:

Between 2007 and 2009 there was a 25% increase in the number of access requests under the Municipal Freedom of Information and Protection of Privacy Act and a decrease in the number of appeals and privacy complaints. It is projected that the number of requests totals for 2010-12 will increase by 12%.

Notes about the Measure:

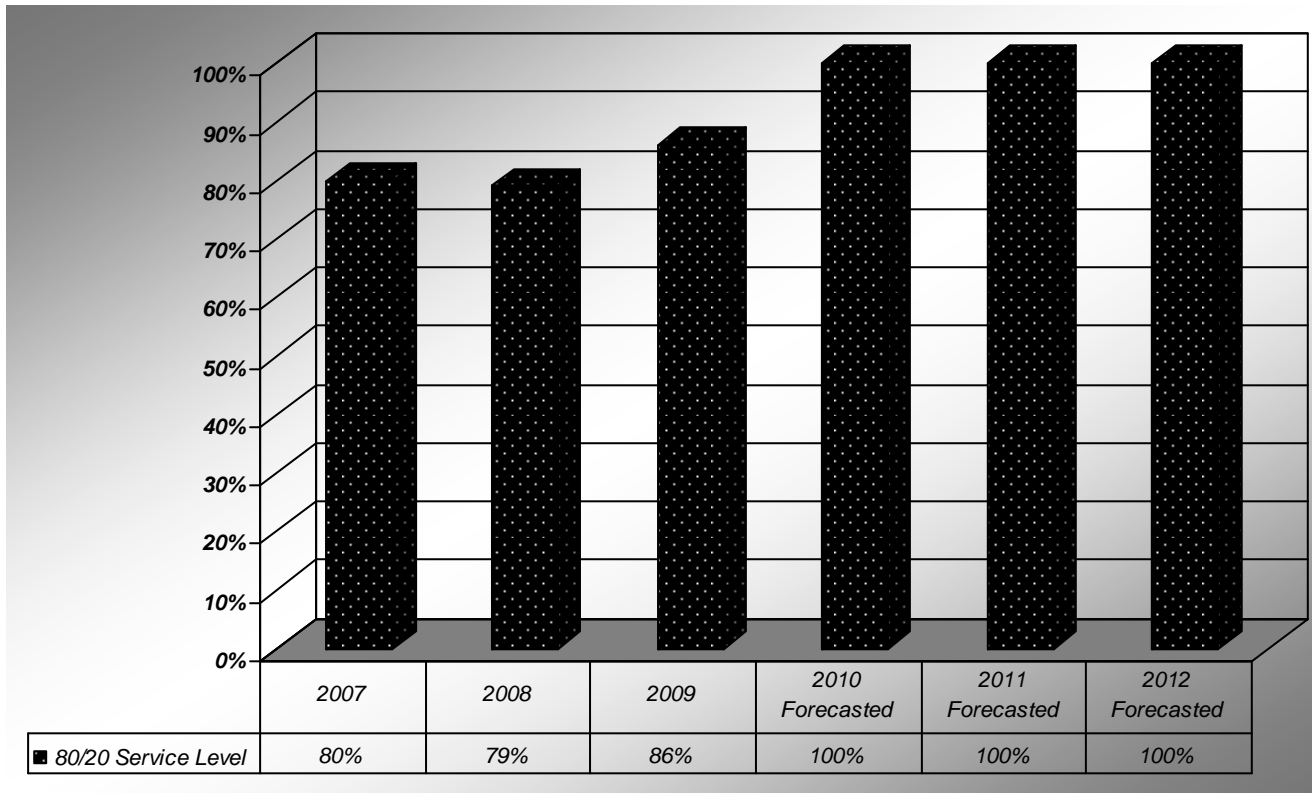
Information was requested on a variety of topics, primarily financial/accounts payable records and enforcement related matters.

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Access and Privacy Compliance within 30 day Statutory Timeline

Definition: The percentage of compliance for access and privacy requests within the 30 day statutory timeline



Key Conclusion:

Between 2007-2010, there has been a 20 % increase in the percentage of access and privacy compliance within the 30 day statutory timeline. It is projected the rate for 2011 and 2012 will remain at 100%.

Notes about the Measure:

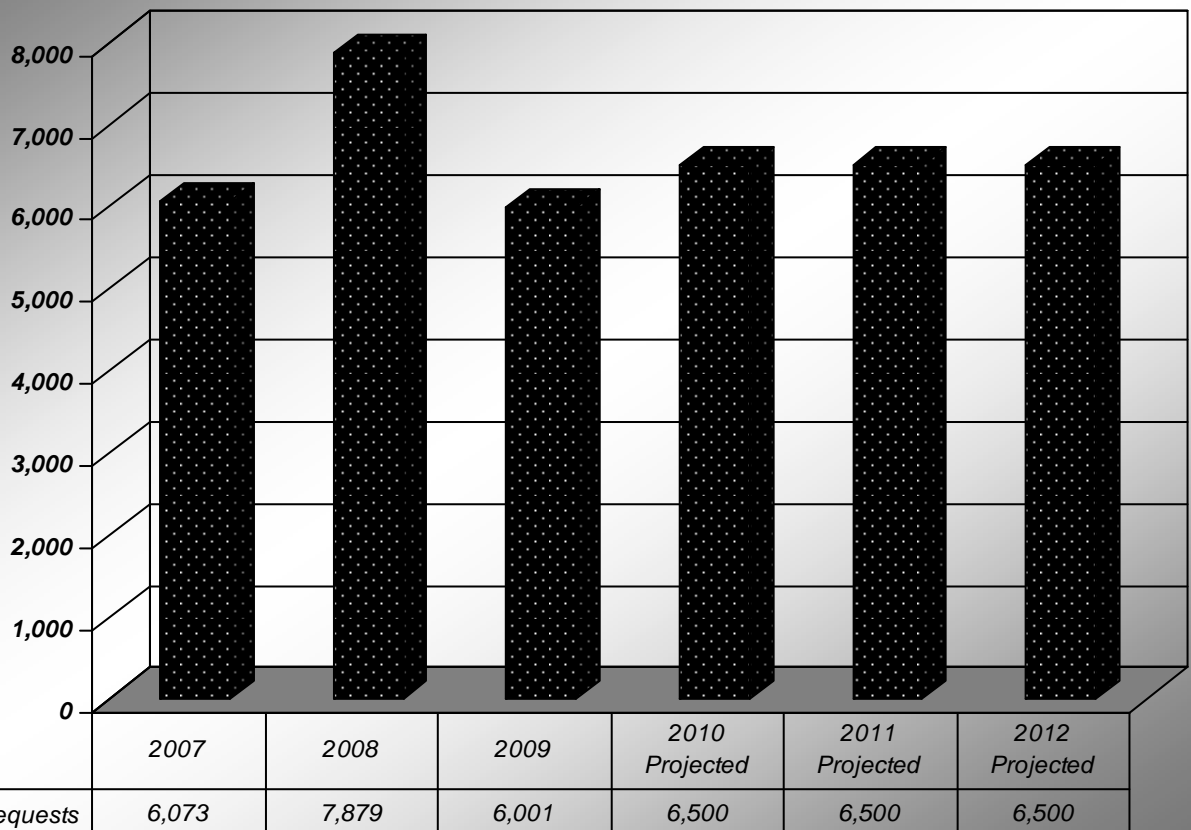
The departments standard is for 100% compliance on access and privacy requests within the 30 day timeline.

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Number of JOC Records Centre Requests per Annum

Definition: The total number of JOC records centre requests per annum



Key Conclusion:

It is expected that the number of requests for business records from the JOC Records Centre will remain constant for 2011 and 2012. In 2010, there has been a substantial increase in the number of records returned to the Centre as well as the interfile of business records due to the fact that staff have cleaned out their offices prior to the move to the new City Hall.

Notes about the Measure:

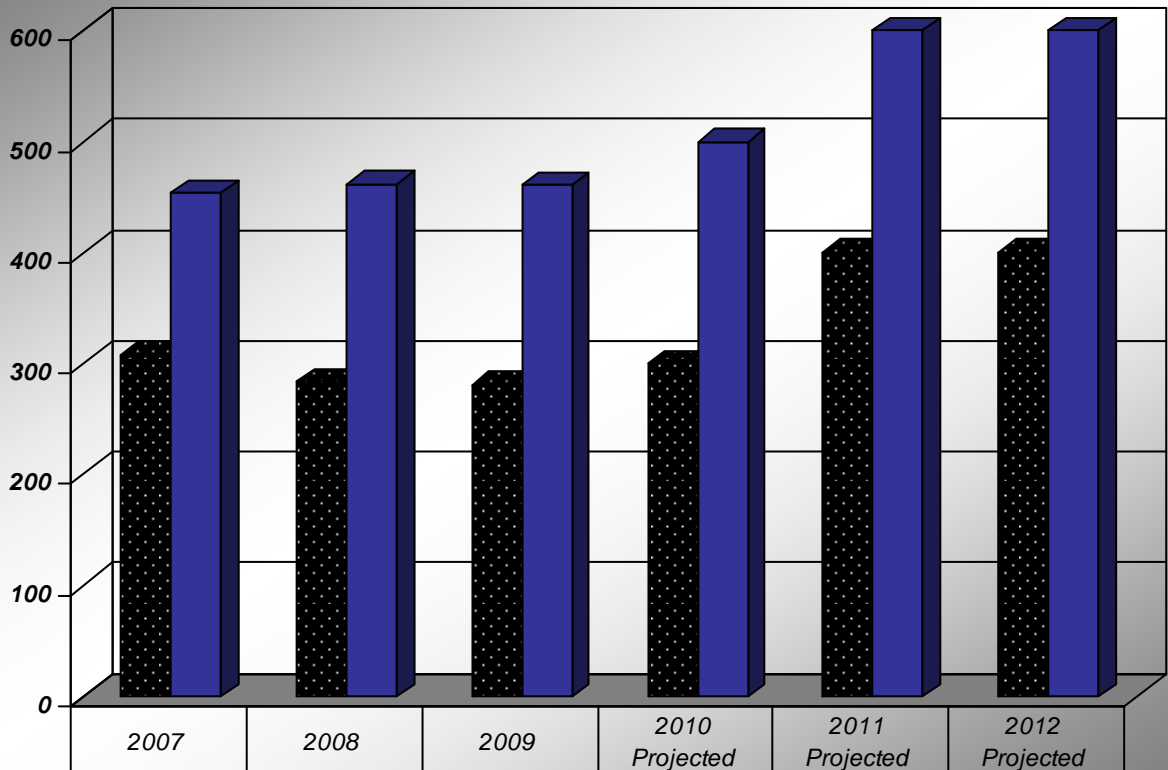
Information was requested on a variety of topics including building permit architectural drawings, by-law enforcement investigations, purchasing documents, account payable records, various City prosecutions etc. Automation of the Records Management record request process necessitated the need to alter the calculation method for record requests. The interfile of business records and the return of business records are no longer included in our Records Centre statistical analysis calculations. As a result, the number of requests projected for 2010-12 has decreased.

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Archival Services Information/Research Requests per Annum

Definition: The total number and total hours of information research requests per annum.



■ Number of Requests	308	284	281	300	400	400
■ Total Hours	454	462	461	500	600	600

Key Conclusion:

The total number of archival information research requests has varied over the years. However, the total hours has increased each year other than between 2008 and 2009. Increases in information requests are anticipated as a result of the move of the City Archives administrative offices and research facilities to new Civic Centre (greater accessibility to staff and public is anticipated to generate increased rates).

Notes about the Measure:

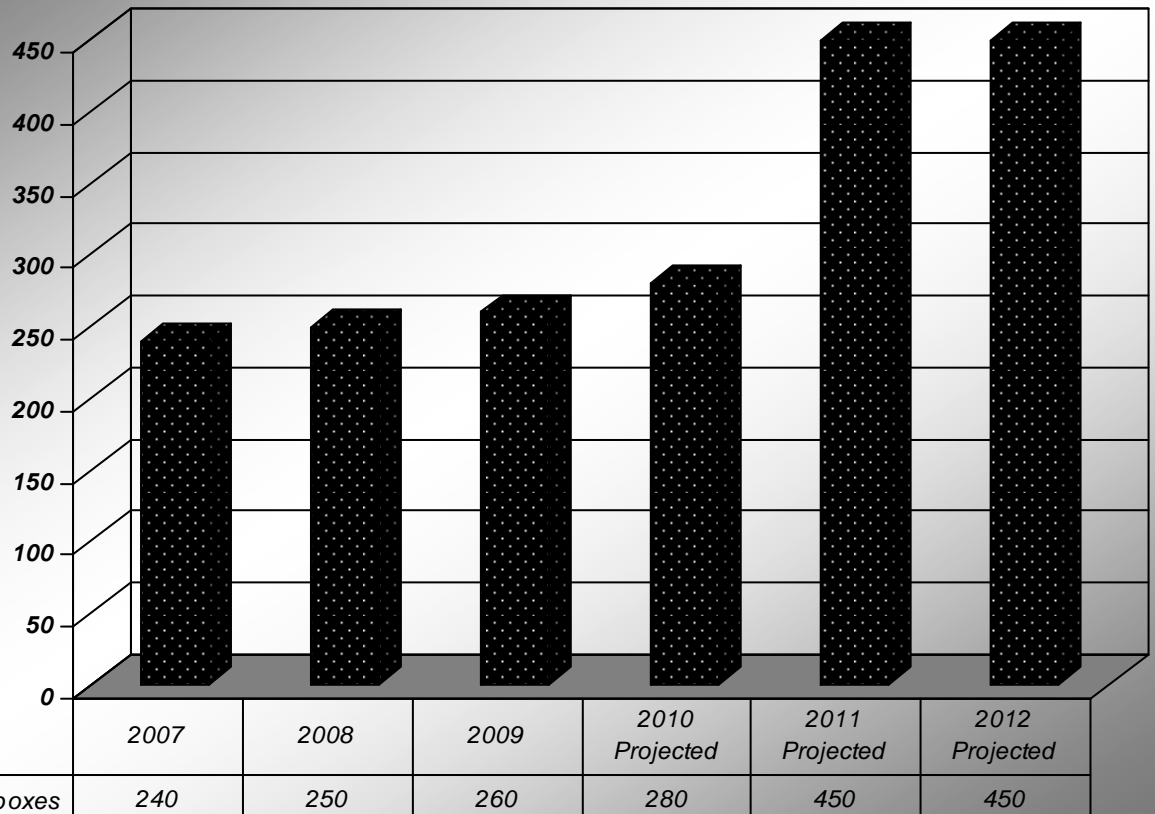
Measure relates to requests for information from City staff, other levels of government, residents, etc. requiring Archival Services staff to either conduct research on behalf of the requester, or undertake a detailed search for records. Each request generally takes .5 to 3 hours.

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Quantity of Archival Records Processed per Annum

Definition: The total number of archival records processed per annum



Key Conclusion:

The total number of archival records processed per annum is projected to increase 53% from 2007-2012. Quantity of records processed in 2010 will be limited by secondment of Archival Records Analyst to Election duties from Aug-Oct. Increases in records processed in 2011 and 2012 is projected to occur to accommodate continued growth of City's long-term value records and the division will be able to manage the surge due to return of Archival Records Analyst.

Notes about the Measure:

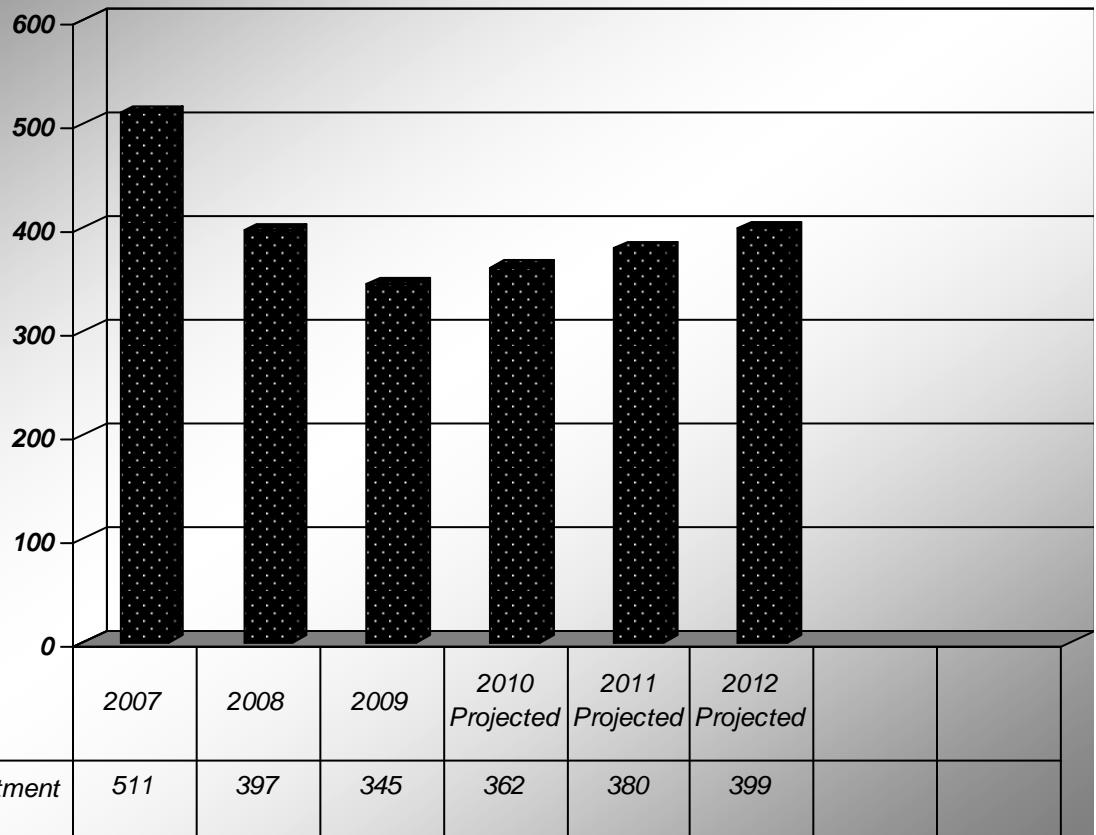
Refers to records processing, the professional activities undertaken to make records accessible: appraisal (determining what has sufficient importance to retain for the long term); content/functional analysis, arrangement, and description/indexing in accordance with national archival standards. "Processing" of records is labour intensive, as indicating in following guidelines.

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Number of Committee of Adjustment Applications

Definition: Number of Committee of Adjustment Applications.



Key Conclusion:

The downturn in the economy has been reflected in fewer committee of adjustment applications for 2008 and 2009. It is expected that the decline in number of applications will stabilize for 2010.

Notes about the Measure:

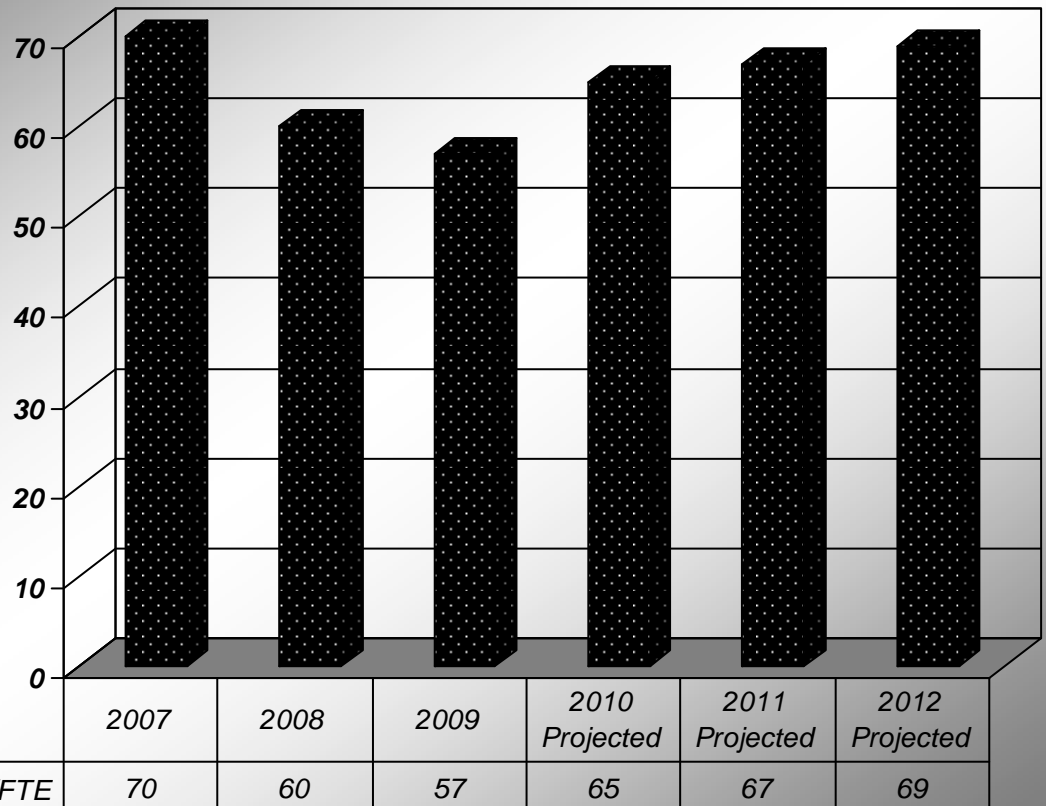
The total number of applications include both minor Variance and Consent applications. Number of staff has remained constant from 2002 to 2009.

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Number of Registrations/FTE

Definition: Number of registrations processed per FTE.



Key Conclusion:

Number of registrations have fluctuated greatly over the past few years.

Notes about the Measure:

Total number of registrations include subdivisions and site plans. Measure does not include condominium agreements (averaging 5-7 per year) or development agreements (averaging 6-8 registrations per year). Number of applications have increased as a result of an increase in development applications in the City.

2011-12 Business Plan

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

The Office of the City Clerk is positioned to move forward with the mandate of greater transparency and accountability while delivering service excellence. In delivering the services under its mandate the department is continually looking for ways to improve as well as be seen as a leader in the municipal government field. To do so it will require the collaboration of key departments such as Information Technology Management and the organizational support to implement cutting edge technological systems such as an Electronic Document Management System (EDMS). As well the department values striving for continuous improvement and in future years will be reviewing its business processes to ensure it continues to add value to the Corporation.

Lessons learned from the administration of the 2010 General Municipal Election point to two critical concerns:

- 1) poll redistribution is required; and
- 2) proper staff management requires a new approach to training and recruitment.

Both of these outcomes are dependent on dedicated election resources within the election hiatus period.

Commissioner Sign-off

Date (mm/dd/yy)



2011-12 DRAFT OPERATING BUDGET

LEGAL SERVICES / REAL ESTATE

➤ FINANCIAL SUMMARY

➤ BUSINESS PLAN

➤ ADDITIONAL RESOURCE REQUESTS

- Junior Lawyer -OMB
- Law Clerk
- Real Estate Consultant –Acquisitions (moved to 2013)

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011		2011 Total Budget		Budget 2012	2012		2012 Total Budget	
				Budget 2011	Inc/(Dec) Reallocati on	Inc/(Dec) Reallocati on	Variance		Inc/(Dec) Reallocati on	Variance	Inc/(Dec) Reallocati on	Variance
080 - Legal Services Revenue												
3522 Trsf. frm Res. & Res. Funds	(147,225)	(138,568)	(151,387)	(168,118)	0	(16,731)	0	(172,599)	(4,481)	0	(4,481)	2.67%
3572 Joint Service Revenue	0	0	0	0	0	0	0	0	0	0	0	0.00%
3618 Dept. Misc. Revenues	(63,665)	(66,415)	(83,300)	(83,990)	(690)	(690)	0	(83,990)	0	0	0	0.00%
Revenue	(210,890)	(204,983)	(234,687)	(252,108)	(17,421)	(17,421)	0	(256,589)	(4,481)	0	(4,481)	1.78%
Labour Accounts												
7010 Full Time	1,043,973	1,127,239	1,128,674	1,165,466	36,792	36,792	0	1,217,681	52,215	0	52,215	4.48%
7015 Part Time	58,721	51,607	46,128	46,130	2	2	0	46,130	0	0	0	0.00%
7017 Benefits	271,675	272,280	292,103	301,385	9,282	9,282	0	321,062	19,677	0	19,677	6.53%
Labour Account Subtotal	1,374,369	1,451,126	1,466,905	1,512,981	46,076	46,076	0	1,584,873	71,892	0	71,892	4.75%
Non Labour Accounts												
7100 Mileage	3,842	4,048	5,382	5,380	(2)	(2)	0	5,380	0	0	0	0.00%
7103 407-ETR Toll Charges	0	34	0	0	0	0	0	0	0	0	0	0.00%
7105 Memberships/Dues/Fees	9,359	9,303	9,695	9,695	0	0	0	9,695	0	0	0	0.00%
7110 Meals & Meal Allowances	463	278	420	420	0	0	0	420	0	0	0	0.00%
7115 Training & Development	715	960	1,810	1,810	(2)	(2)	0	1,810	0	0	0	0.00%
7120 Telephone Charges	0	0	240	240	0	0	0	240	0	0	0	0.00%
7125 Subscriptions/Publications	19,053	20,532	14,964	14,965	1	1	0	14,965	0	0	0	0.00%
7130 Seminars & Workshops	3,138	5,079	12,460	12,460	0	0	0	12,460	0	0	0	0.00%
7200 Office Supplies	4,209	2,127	2,448	2,445	(3)	(3)	0	2,445	0	0	0	0.00%
7205 Computer Supplies	442	0	0	0	0	0	0	0	0	0	0	0.00%
7210 Office Equip. & Furniture	0	364	3,050	3,050	0	0	0	3,050	0	0	0	0.00%
7211 Computer Hardware/Software	3,132	3,335	4,071	4,070	(1)	(1)	0	4,070	0	0	0	0.00%
7215 Mice. & Repairs - Equip.	270	405	326	325	(1)	(1)	0	325	0	0	0	0.00%
7219 Reg'n Fees	0	33,833	0	0	0	0	0	0	0	0	0	0.00%
7220 Copier/Fax Lease Charges	13,115	13,762	12,972	12,970	(2)	(2)	0	12,970	0	0	0	0.00%
7222 Printing	0	0	0	0	0	0	0	0	0	0	0	0.00%
7226 Courier Services	0	816	0	0	0	0	0	0	0	0	0	0.00%
7333 Contract Services	34,885	26,758	24,999	25,000	1	1	0	25,000	0	0	0	0.00%
7340 Machine Time	0	0	0	0	0	0	0	0	0	0	0	0.00%
7415 Rental, Leases - Vehicles	0	0	0	0	0	0	0	0	0	0	0	0.00%
7520 Professional Fees	508,668	424,162	112,988	112,990	2	2	0	112,990	0	0	0	0.00%
7560 Gas/Diesel - Vehicles	0	0	0	0	0	0	0	0	0	0	0	0.00%
7630 Wireless/Internet Commun.	674	533	1,500	1,500	0	0	0	1,500	0	0	0	0.00%
7640 Cable TV/Satellite Service	0	0	0	0	0	0	0	0	0	0	0	0.00%
7696 GST Adjustment 2004	0	0	0	0	0	0	0	0	0	0	0	0.00%
7698 Grouped Expenses	0	(17,713)	0	0	0	0	0	0	0	0	0	0.00%
7699 Sundry Expenses	3,495	1,361	2,028	2,030	2	2	0	2,030	0	0	0	0.00%
7712 Joint Serv. Recovery-Library	(2,000)	(680)	(2,000)	(2,000)	0	0	0	(2,000)	0	0	0	0.00%
Non Labour Account Subtotal	603,460	529,297	207,355	207,350	(5)	(5)	0	207,350	0	0	0	0.00%
Total Expense	1,977,829	1,980,423	1,674,260	1,720,331	46,071	46,071	0	1,792,223	71,892	0	71,892	4.18%

Legal Services

2011 Budget Variance Comments

Dept. Misc. Revenues Increase due to volume change
Full Time Increase due to pro-rated progression and economic adjustments
Part Time Slight budget adjustment to correct error
Benefits Increase due to salary changes

2012 Budget Variance Comments

Full Time Increase due to pro-rated progression and economic adjustment
Part Time Increase due to economic adjustment
Benefits Increase in relation to salary changes

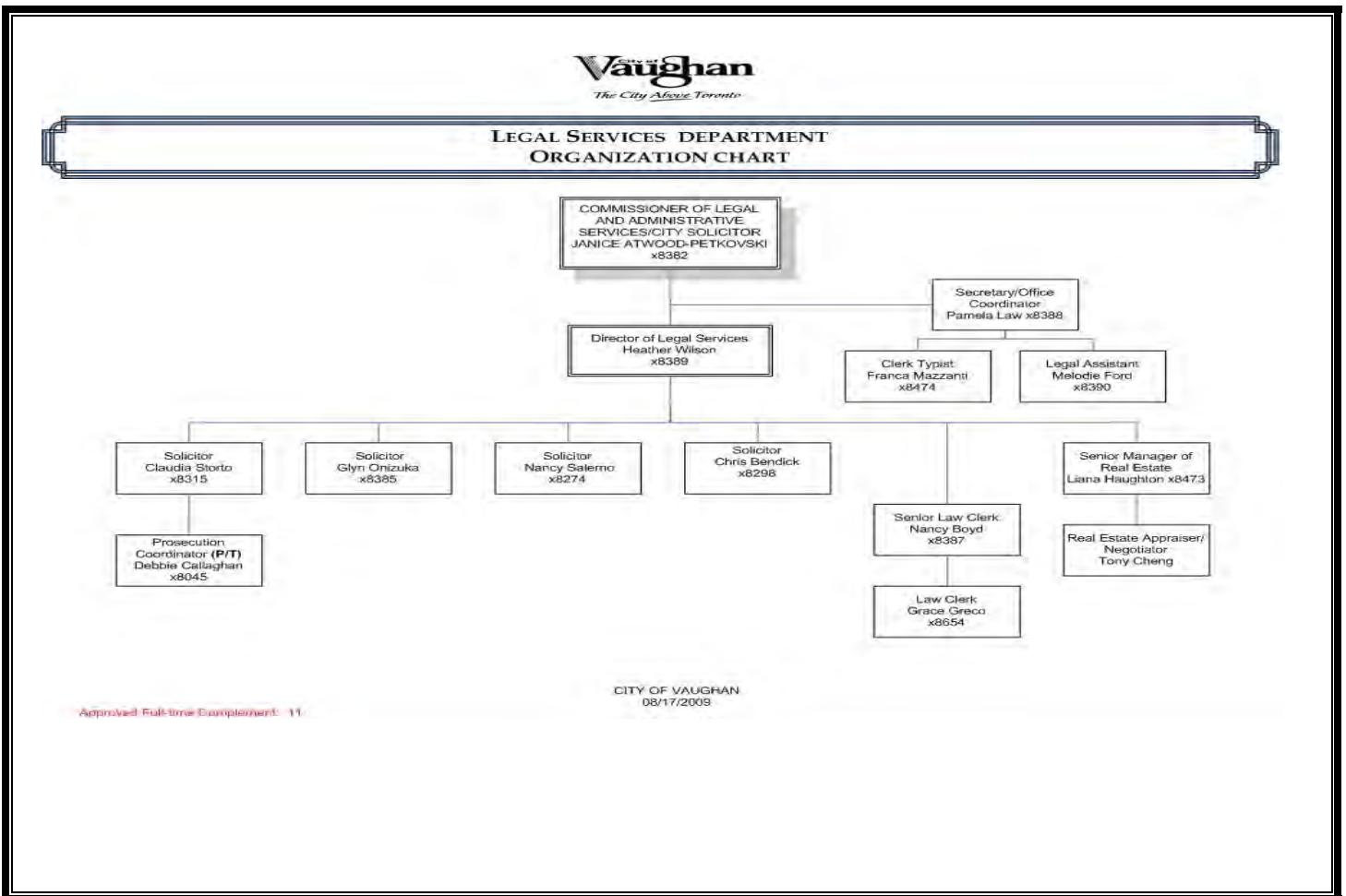
2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement: (Describe the core responsibilities for your department)

The Legal Services Department supports, promotes and reinforces the City's corporate objectives and the Vaughan Vision through the provision of timely, accurate, relevant and strategic legal advice and real estate services.

Service Profile:



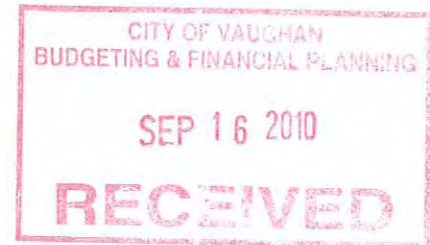
Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	11	11	11	11	1	-
Part Time	1	1	1	1	1	-
Overtime	-	-	-	-	-	-

2011-12 Business Plan

Key Stakeholders: (detail major internal and external stakeholders who interact with the department—key people impacted and involved)

- Council
- Senior Management
- Internal Departments and City Staff
- External lawyers
- Vaughan Public Libraries



2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020:

Lead and Promote Environmental Sustainability
 Plan and Manage Growth and Economic Vitality
 Enhance Productivity, Cost Effectiveness and Innovation
 Pursue Excellence in Service Delivery
 Demonstrate Leadership and Promote Effective Governance



Future Pressures and Opportunities:

Continuing growth, legislative changes and increasing complexity of OMB, real estate, general municipal matters and litigation, create a future challenge to continue to ensure service levels. Additional lawyers/law clerks will be needed.

Continued growth also creates a future challenge for land acquisition to fulfill City requirements. Additional real estate staff will be needed to ensure timely acquisition for all City requirements including capital projects.

As a service department, any future pressures/challenges identified by all City Departments impact Legal Services. Legal and Real Estate Services contribute to the numerous initiatives undertaken by all City Departments.

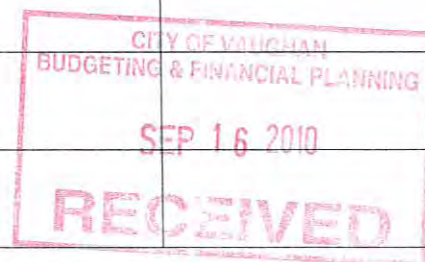
Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Provide timely advice to Council/staff on all legal aspects of municipal law, operations and policy, and by-laws	2010	Ongoing	
Represent and defend the City at all Ontario Municipal Board Hearings and other tribunals	2010	Ongoing	
Conduct and defend legal actions by and against the City in the Ontario court system	2010	Ongoing	
Draft or review all agreements and documents	2010	Ongoing	
Negotiate, prepare and complete acquisitions and sales of real property	2010	Ongoing	
Provide advice regarding existing, new or proposed legislation for municipal impact	2010	Ongoing	
Determination of amounts of cash-in-lieu of parkland payable to the City	2010	Ongoing	
Develop an acquisition plan for land for various municipal purposes	2010	Ongoing	

2011-12 Business Plan

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Provide timely advice to Council/staff on all legal aspects of municipal law operations and policy, and by-laws	Ongoing		Existing complement
2. Defend/Resolve Appeals of OP 2010	2011 – 2013		Additional lawyer and law clerk required
3. Represent and defend the City at all Ontario Municipal Board Hearings and other tribunals	Ongoing		Existing complement
4. Fulfill Acquisition Plan	2011 – 2013		Additional resources required
2012 (Top 3 Objectives)			
1. Provide timely advice to Council/staff on all legal aspects of municipal law operations and policy, and by-laws	Ongoing		Existing complement
2. Defend/Resolve Appeals of OP 2010	2011 – 2013		
3. Represent and defend the City at all Ontario Municipal Board Hearings and other tribunals	Ongoing		Existing complement
4. Fulfill Acquisition Plan	2011 – 2013		



Key Performance Indicators:

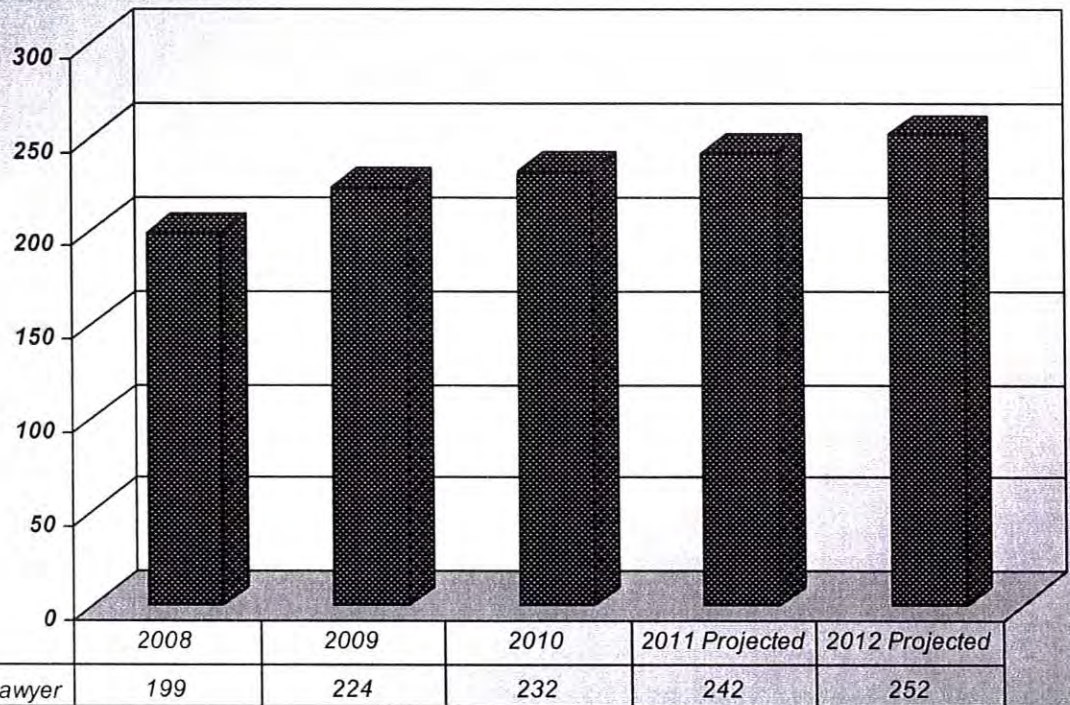
1. # of Lawyers per # of Employees
2. # of Lawyers per # of Residents
3. Dollar Value of Cash-in-lieu Determinations
4. # of Days Required for OMB Hearings and Litigation
5. Dollar Value of Acquisitions and Sales; # of Acquisitions and Sales

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Number of Lawyers per Number of Employees

Definition: The total number of lawyers in the Legal Services Department per the number of employees at the City of Vaughan

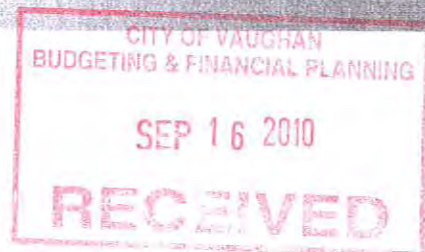


Key Conclusion:

The number of employees per lawyer has increased from 2008-2010.

Notes about the Measure:

Continued growth in Vaughan and in the civic administration will mean the number of employees per lawyer will continue to increase.

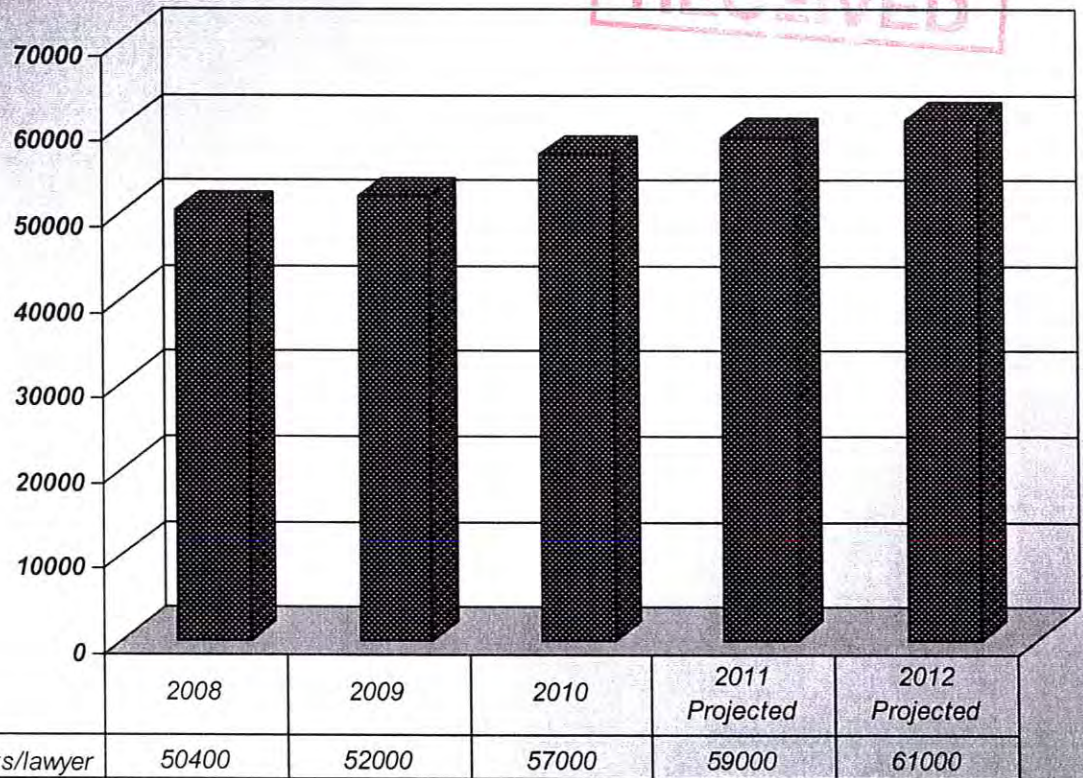
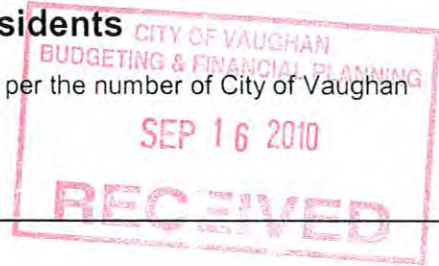


2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Number of Lawyers per Number of Residents

Definition: The total number of lawyers in the Legal Services Department per the number of City of Vaughan residents



Key Conclusion:

The number of residents per lawyer has increased 17% from 2008 – 2010.

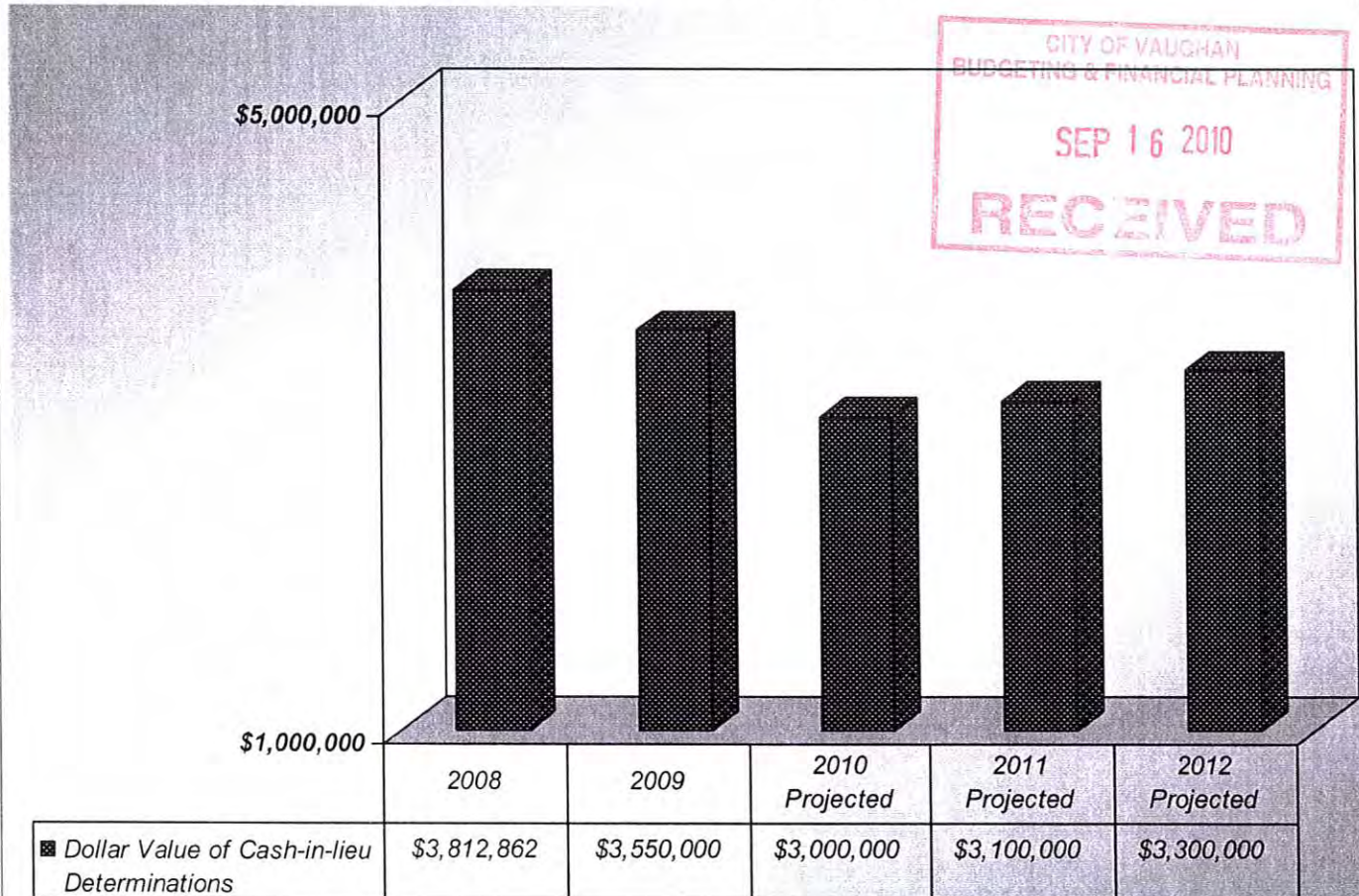
Notes about the Measure:

As the population continues to grow, the number of residents per lawyer will increase. A population figure of 285,000 was used for 2010, for 2011 – 295,000, and for 2012 – 305,000.

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Dollar Value of Cash-in-Lieu Determinations



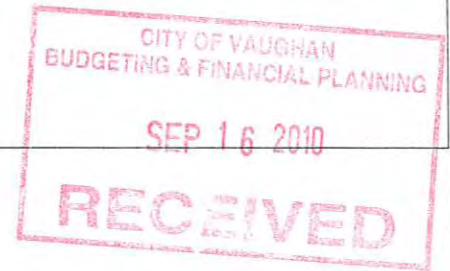
Key Conclusion:

Although the dollar value of cash-in-lieu payments has decreased, the number of appraisals has remained constant. While development slowed marginally as a result of the economic downturn, predictions are that it will slowly increase in 2011 and 2012.

2011-12 Business Plan

Notes about the Measure:

Every \$160,000 of cash-in-lieu collected represents an overall average of approximately 35 hours of labour.

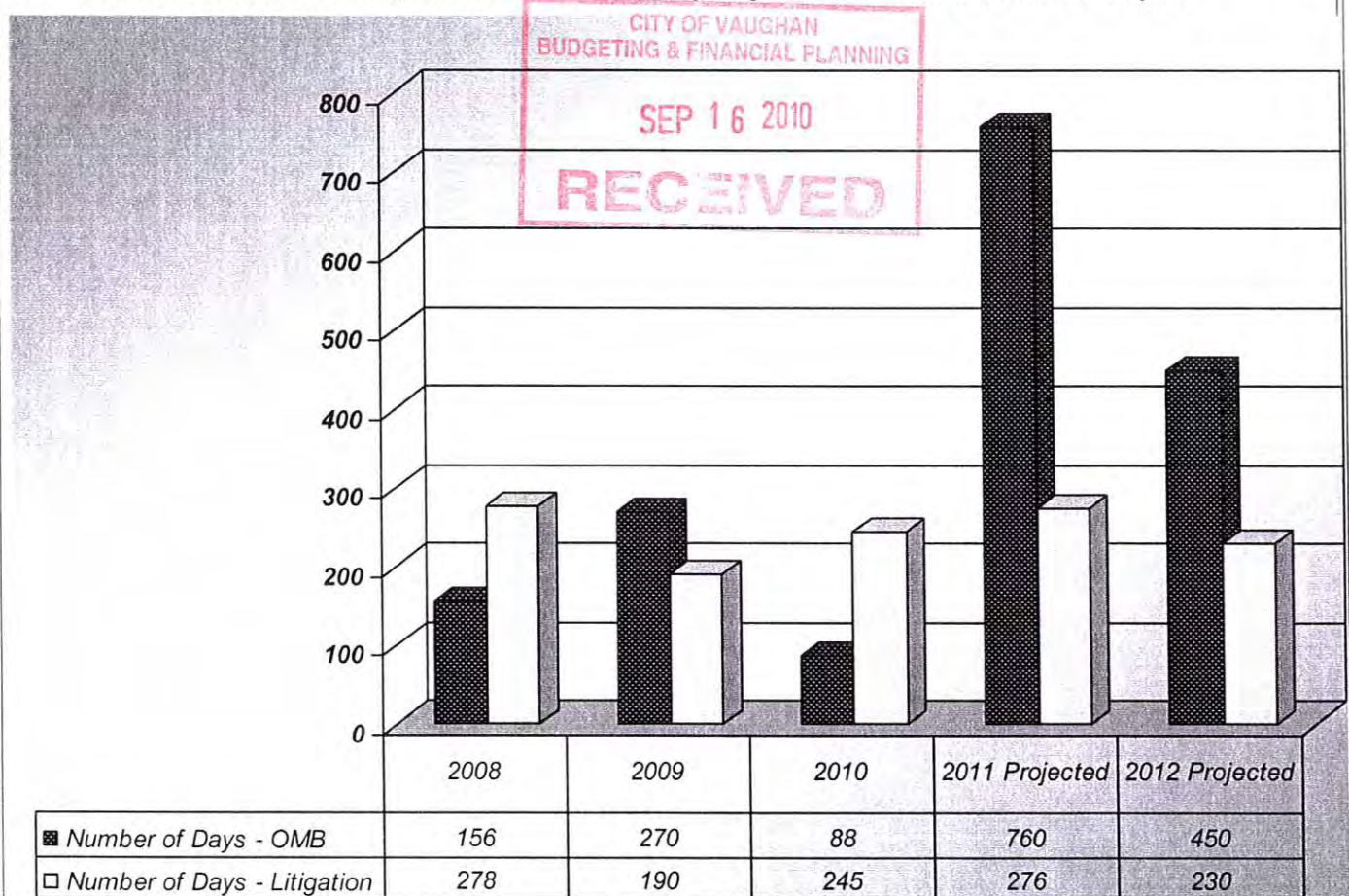


2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Number of Days Required for OMB Hearings and Litigation

Definition: The total number of days booked for OMB hearings/litigation for internal and external lawyers



Key Conclusion:

Notes about the Measure:

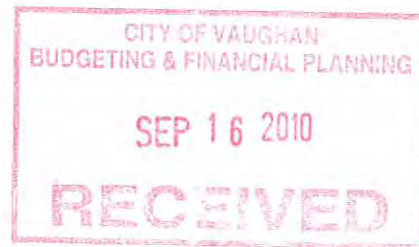
External and internal legal counsel are both involved in representing the City at the OMB hearings. When external counsels are used, internal lawyers assist. The significant complexity of three OMB matters in 2009 reflected additional days of preparation and follow-up for each hearing day held. The shorter OMB matters include 3 days, with the adoption on September 7, 2010 of the City of Vaughan Official Plan 2010, including a number of secondary Plans, appeals are anticipated in the spring of 2011, with some prehearings, mediations and hearings projected for mid – late 2011. Longer, more complicated hearings are projected for 2012, which results in very high projected numbers.

Litigation statistics have been fully represented and include all lawsuits (including Small Claims Court), arbitrations, grievances and other hearings for all the lawyers. While claims against the municipality are difficult to anticipate,

2011-12 Business Plan

general litigation is decreasing. Decreasing numbers of grievances is reflective of the legal participation and the assistance of the Human Resources Department in training staff and working toward resolution of matters. 2008 litigation days included an injunction application to prohibit an unauthorized rodeo.

The increase in the monetary limit of Small Claims Court from \$10,000 per claim to \$25,000 per claim is expected to result in an increase in claims. Continued growth and the increasing complexity of prosecution matters means increased involvement by City lawyers, along with increased numbers of hearings on other matters, such as the Licensing Committee.



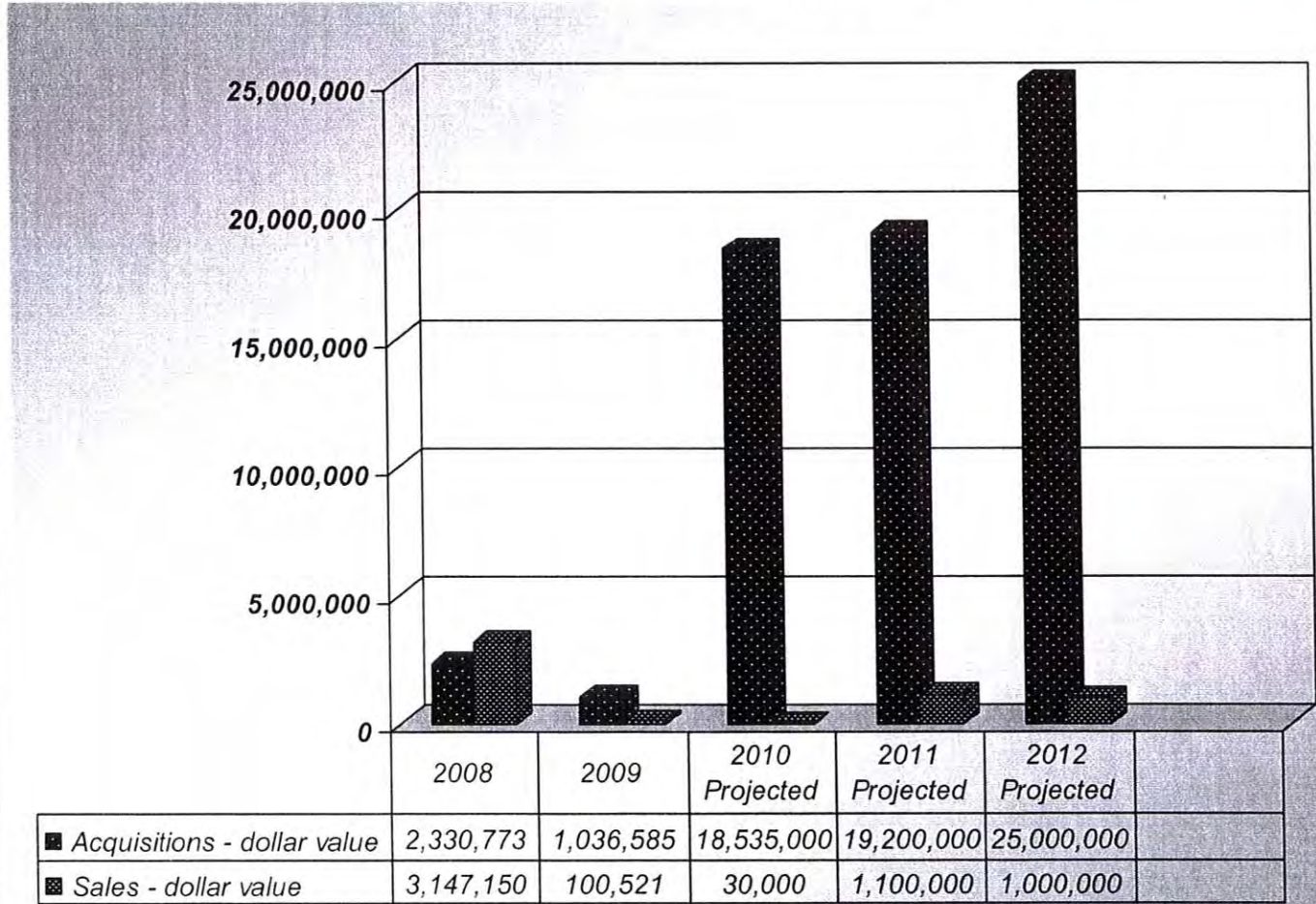
2011-12 Business Plan

BUSINESS OVERVIEW

CITY OF VAUGHAN
BUDGETING & FINANCIAL PLANNING
SEP 16 2010
RECEIVED

Measure: Dollar Value of Acquisitions and Sales Number of Acquisitions and Sales

Definition: The number of acquisitions and sales in dollar value from 2008 to 2012



	2008	2009	2010 Projected	2011 Projected	2012 Projected
Number of acquisitions	4	6	7	7	5
Number of sales	8	8	8	2	1

2011-12 Business Plan

Key Conclusion:

General Real Estate activity has remained constant over the last few years, but a significant jump in acquisitions is expected.

Acquisitions for fire hall sites, parks, works yards and road capital projects are expected in 2011 and 2012, as identified in the Development Charges Background Study, 2008, the Fire Master Plan, the Active Together Master Plan, and the Vaughan Official Plan 2010.

Sales are expected to decline as most of the City's surplus land has been sold from 2005 to 2008.

Notes about the Measure:

The significant increase in 2010 is attributable to three large acquisitions: the Block 11 community centre and Library site, the former Avondale site, and the Kleinburg location for the future Discovery Centre.

2011 and 2012 include projected large park purchases.



2011-12 Business Plan

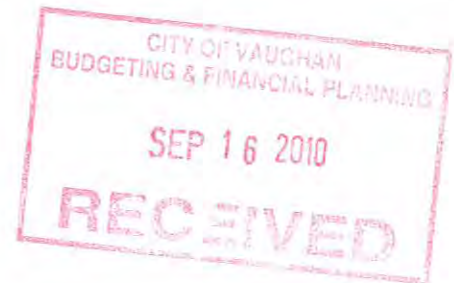
BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

With the expected jump in OMB activity, significant time is devoted to working toward resolving issues to avoid hearings, so that even if anticipated hearings do not occur, considerable staff time is still required.

Larger acquisitions require significant time for valuation and negotiation. If agreed settlements are not reached, expropriation proceedings may result, which are time consuming and expensive, placing further demands on both Real Estate and Legal staff.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)



2011-12 Business Plan

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

Performance measures continue to show increases in requirements for legal and real estate services. The Department has been operating at capacity for the last few years. Significant OMB activity is expected in 2011 and 2012. Increased participation in prosecutions results in increasing litigation days.

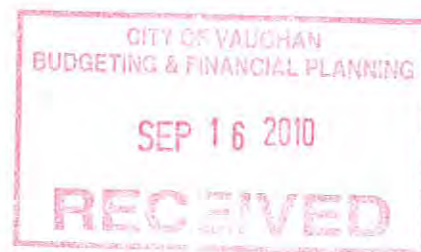
With the adoption of the Active Together Master Plan and the Fire Master Plan, and in accordance with the Development Charges Background Study, 2008, significant acquisitions are anticipated in 2011 and 2012. This means increased staff workload for both Real Estate and Legal Services. Continued economic recovery will increase the time required for cash-in-lieu valuations.



Sept. 16 / 10

Commissioner Sign-off

Date (mm/dd/yy)





**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary
Department **Business Unit Name** (If applicable)

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	140,275	-	140,275	-	140,275
Other continuous costs	-	-	-	-	-
One-time expenses	2,389	(2,389)	-	-	-
Offsets/reductions	(112,220)	-	(112,220)	-	(112,220)
Net Operating Budget	\$ 30,444	\$ (2,389)	\$ 28,055	\$ -	\$ 28,055
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

The adoption of Official Plan 2010 and the secondary plans will bring anticipated appeals on various policies (the urban expansion, drive through restrictions, increased densities, and other policies). Our experience historically has been to retain external counsel with OMB expertise to handle certain appeals with lengthy hearings to maintain availability of in-house counsel to handle all other OMB matters and litigation files. External counsel utilize junior counsel, articling students and law clerks to assist with the hearings. We are of the opinion that current in-house counsel has the expertise to have carriage of the appeals, however the considerable time demands dictate that a junior lawyer is required to process the appeals in-house, along with a law clerk. The timeframe for the resolution of the appeals is approximately March 2011 to December 2012.

Accordingly, we are recommending hiring a lawyer on a two year contract to assist with the appeals

Milestones or Deliverables	Timelines	Comments

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

Legal staff provide service to all departments.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	JUNIOR LAWYER - OMB
---------------	---------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
SI 21	2			High	Mandatory		

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

A High Priority Initiative for Q2/11 implementation is the review of the Official Plan, adopted September 7, 2010. The policies must be defended on appeal.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

Legal Services Business Plan shows significant increase in OMB Hearing days over past years with projections for 2011 and 2012 spiking. See attached sheet with estimate of days.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

A junior contract lawyer to assist the Solicitor in-house means fewer external resources need to be retained

5) Alternatives

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

The only other alternative is to retain external counsel, which is more expensive.

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

Staff/lawyers/Corporation will be affected by inefficient use of resources. If timelines are not met, the Corporation's interests are adversely affected.

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

Legislative/Regulatory Requirement

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

Procedural Orders for example, if a Witness Statement is not filed on time, the witness may not be called.

Please specify:
Specific Legislation (i.e.... Act/Regulation/etc.)

Civil Rules of Procedure, OMB Act, Provincial Offences Act

What are the compliance requirements?

Comments

Planning Act - the City cannot fail to respond to appeals. Failure to meet procedural requirements can result in costs payable by the City or the City's interests being adversely affected.

Current status of compliance:

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk
Failure to comply with requirements can result in dismissal of City matters or adverse Court and Board decisions, with costs consequences.

Probability of Risk Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:
Issues, Objectives, etc.

Current service level vs. target

Also Council complaints, corporate inefficiency
Loss of confidence of Council/staff in ability to handle matters.

Request Title	JUNIOR LAWYER - OMB			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	119,180	-
2	* Benefits	(See sect. 8&9)	21,095	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	Vacation Pay			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal			140,275	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	2,389	(2,389)
2				-
3	<blank>			
Subtotal			2,389	(2,389)
OFFSETS - cost savings, reductions, etc				
1	Development Charges		(112,220)	
2	<blank>			
3	<blank>			
Subtotal			(112,220)	-
TOTAL OPERATING BUDGET CHANGE			30,444	(2,389)
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)		1.00	-
FTE's	(calculated field - sect. 8&9)		1.00	-
FTE reductions/offsets	(Manual Field)		-	-
Net FTE's	(calculated field - sect. 8&9)		1.00	-

Request Title	JUNIOR LAWYER - OMB
---------------	---------------------

8) 2011 Complement Details

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.

2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Junior Lawyer - OMB			
Estimated start date (dd-mm-yy to dd-mm-yy)	1/4/2011			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Contract			
If contract, specify term (dd-mm-yy to dd-mm-yy)	01/04/2011 to 01/04/2013			
Business unit # and object code	080.7010/7017			
Grade level	11			
Est. starting step	Step 1			

2011 Complement Annual Cost Detail				
Annual full-time \$	\$114,596.00			114,596
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	4,584	-	-	4,584
* Annual benefits (calculated field)	\$11,560.44	-	-	11,560
* FT contract benefits in lieu (calculated field)	\$9,534.39	-	-	9,534
Subtotal	\$ 140,275	\$ -	\$ -	\$ 140,275

Continuous costs		(BU & Acct #.)		
1)	<blank>			-
2)	<blank>			-
3)	<blank>			-
4)	<blank>			-
Subtotal		\$ -	\$ -	\$ -

One-time costs		(BU & Acct #.)		
1)	Computer equip.	807211	1,539	1,539
2)	Office equip.	807210	850	850
3)	Other			-
Subtotal			2,389	2,389

Total 2011 Complement Annual Costs	\$ 142,664	\$ -	\$ -	\$ 142,664
---	-------------------	-------------	-------------	-------------------

Additional Comments:

Request Title	JUNIOR LAWYER - OMB
---------------	---------------------

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
---	-------------	-------------	-------------	-------------

Additional Comments:



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary

Department **Business Unit Name** (If applicable)

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	65,496	-	65,496	-	65,496
Other continuous costs	-	-	-	-	-
One-time expenses	2,389	(2,389)	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 67,885	\$ (2,389)	\$ 65,496	\$ -	\$ 65,496
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

In the last 16 years, the Legal Services Department has expanded from 2 lawyers to 5 lawyers, however no administrative support staff have been added. There are presently 2 Law Clerks with one devoted to 50% real estate, exclusively. Accordingly, there are 1.5 support staff for 5 lawyers.

An additional law clerk is required to meet critical litigation timelines and court and Board dates. Workload is expected to increase significantly with the anticipated appeals of the City of Vaughan Official Plan 2010.

Milestones or Deliverables	Timelines	Comments

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

Legal staff provide service to all City departments.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	LAW CLERK
----------------------	------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

Legal staff support all the Strategic Initiatives in the Vaughan Vision 2020 by providing support to all the responsible departments.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

OMB Hearing dates, Litigation days and prosecution days are increasing. There is only one support person for the 3 lawyers performing these duties. Profession standards are 1 support person per lawyer. 2011 and 2012 workloads will increase significantly with anticipated appeals of the City of Vaughan Official Plan 2010. Accordingly, there are 1.5 support staff for 5 lawyers

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

Considerable overtime is required as deadlines are strictly set for Court and Board matters. Filing timelines are set by Rules of Procedure and Procedural Orders and an additional law clerk would significantly reduce overtime costs.

A law clerk is required as he/she has research/legal technical skills which create efficiencies in use of the lawyers' time

5) Alternatives

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

No

Request Title	LAW CLERK
----------------------	------------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

Staff/Lawyers/Corporation will be affected by inefficient use of resources. If timelines are not met, the Corporation's interests are adversely affected.

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

Legislative/Regulatory Requirement

- None
- consequence of non compliance
- Significant external repercussion/penalty

Procedural Orders for example, if a Witness Statement is not filed on time, the Witness may not be called.

Please specify:
Specific Legislation (i.e.... Act/Regulation/etc.)

Civil Rules of Procedure, OMB Act, Provincial Offences Act

What are the compliance requirements?

Comments

Failure to meet procedural requirements can result in costs payable by the City, or the City's interests being adversely affected.

Current status of compliance:

Currently compliant with overtime

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk
Failure to comply with requirements can result in dismissal of City matters or adverse Court and Board decisions with costs consequences.

Probability of Risk Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:
Issues, Objectives, etc.

Current service level vs. target

Also Council complaints, corporate inefficiency.

Loss of confidence of Council/staff in ability to handle matters.

Request Title	LAW CLERK			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	52,188	-
2	* Benefits	(See sect. 8&9)	13,308	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		65,496	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	2,389	(2,389)
2				-
3	<blank>			
Subtotal		2,389	(2,389)	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		67,885	(2,389)	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	1.00	-	
FTE's	(calculated field - sect. 8&9)	1.00	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	1.00	-	

Request Title	LAW CLERK
---------------	-----------

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title	Law Clerk			
Estimated start date (dd-mm-yy to dd-mm-yy)	1/4/2011			
# 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 term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code	080.7010/7017			
Grade level	3			
Est. starting step	1			

2011 Complement Annual Cost Detail

Annual full-time \$	52,188			52,188
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)		-	-	-
* Annual benefits (<i>calculated field</i>)	13,308		-	13,308
* FT contract benefits in lieu (<i>calculated field</i>)			-	-
Subtotal	\$ 65,496	\$ -	\$ -	\$ 65,496

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.	807211	1,539			1,539
2) Office equip.	807210	850			850
3) Other					-
Subtotal		2,389	-	-	2,389

Total 2011 Complement Annual Costs	\$ 67,885	\$ -	\$ -	\$ 67,885
---	------------------	-------------	-------------	------------------

Additional Comments:

Request Title	LAW CLERK
---------------	-----------

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay <i>(calculated field)</i>	-	-	-	-
* Annual benefits <i>(calculated field)</i>	-	-	-	-
* FT contract benefits in lieu <i>(calculated field)</i>	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
---	-------------	-------------	-------------	-------------

Additional Comments:



2011-12 DRAFT OPERATING BUDGET

ENFORCEMENT SERVICES

- FINANCIAL SUMMARY
- BUSINESS PLAN
- ADDITIONAL RESOURCE REQUESTS
 - Licensing Enforcement Field Officer
 - Property Standards Officer
 - Enforcement Clerk (moved to 2013)

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011 Inc/(Dec)			2011 Total Budget Variance			2012 Inc/(Dec)			2012 Total Budget Variance		
				Budget 2011	Reallocation	\$	\$	%	\$	\$	%	\$	\$	%	
040 - Enforcement Services Revenue															
3568 Fines	(1,405,366)	(1,728,045)	(1,774,434)	(1,769,100)	5,334	0	5,334	-0.30%	(1,769,100)	0	0	0	0	0.00%	
3574 Rev. from Recover. Expenses	(29,476)	(16,085)	(6,490)	(163,747)	(163,257)	0	(163,257)	2515.52%	(169,745)	2	0	2	0	0.00%	
3614 General Revenue	(17,264)	(16,531)	(39,826)	(46,150)	(6,324)	0	(6,324)	15.88%	(46,150)	0	0	0	0	0.00%	
3618 Dept. Misc. Revenues	(1,575)	(20,305)	(3,700)	(11,900)	(8,200)	0	(8,200)	221.62%	(11,900)	0	0	0	0	0.00%	
Revenue	(1,453,681)	(1,780,966)	(1,824,450)	(1,996,897)	(172,447)	0	(172,447)	9.45%	(1,996,895)	2	0	2	0	0.00%	
Labour Accounts															
7010 Full Time	1,938,318	2,161,534	2,285,971	2,703,640	136,685	280,984	417,669	18.27%	2,839,871	136,231	0	136,231	0	5.04%	
7012 Overtime	45,359	44,962	17,460	17,985	525	0	525	3.01%	18,210	225	0	225	0	1.25%	
7015 Part Time	190,944	216,429	253,925	436,495	52,342	130,228	182,570	71.90%	442,025	5,530	0	5,530	0	1.27%	
7017 Benefits	525,551	544,452	610,985	734,328	39,061	84,282	123,343	20.19%	784,485	50,157	0	50,157	0	6.83%	
Labour Account Subtotal	2,700,172	2,967,377	3,168,341	3,892,448	228,612	495,495	724,107	22.85%	4,084,591	192,143	0	192,143	0	4.94%	
Non Labour Accounts															
7100 Mileage	114	247	500	500	0	0	0	0.00%	500	0	0	0	0	0.00%	
7103 407-ETR Toll Charges	65	78	100	100	0	0	0	0.00%	100	0	0	0	0	0.00%	
7105 Memberships/Dues/Fees	2,368	2,849	1,985	1,760	(225)	0	(225)	-11.34%	1,760	0	0	0	0	0.00%	
7110 Meals & Meal Allowances	406	159	180	405	0	225	225	125.00%	405	0	0	0	0	0.00%	
7115 Training & Development	11,222	12,930	16,735	17,735	0	1,000	1,000	5.98%	17,735	0	0	0	0	0.00%	
7120 Telephone Charges	1,486	783	1,960	1,960	0	0	0	0.00%	1,960	0	0	0	0	0.00%	
7122 Cellular Telephones	17,240	19,261	26,860	29,860	0	3,000	3,000	11.17%	29,860	0	0	0	0	0.00%	
7125 Subscriptions/Publications	598	0	190	190	0	0	0	0.00%	190	0	0	0	0	0.00%	
7130 Seminars & Workshops	1,851	4,500	3,430	3,430	0	0	0	0.00%	3,430	0	0	0	0	0.00%	
7200 Office Supplies	4,647	5,779	10,000	10,000	0	0	0	0.00%	10,000	0	0	0	0	0.00%	
7205 Computer Supplies	1,392	1,173	980	980	0	0	0	0.00%	980	0	0	0	0	0.00%	
7210 Office Equip. & Furniture	0	113	2,115	17,115	0	15,000	15,000	709.22%	17,115	0	0	0	0	0.00%	
7211 Computer Hardware/Software	6,942	2,217	19,810	19,810	0	0	0	0.00%	19,810	0	0	0	0	0.00%	
7220 Copier/Fax Lease Charges	10,918	12,151	11,260	11,260	0	0	0	0.00%	11,260	0	0	0	0	0.00%	
7222 Printing	28,561	37,001	14,680	14,680	0	0	0	0.00%	14,680	0	0	0	0	0.00%	
7300 Protect. Clothing/Uniforms	11,396	12,606	14,790	15,790	0	1,000	1,000	6.76%	15,790	0	0	0	0	0.00%	
7315 Preventative Mtce. A	112,301	75,205	117,870	117,870	0	0	0	0.00%	117,870	0	0	0	0	0.00%	
7330 Materials and Supplies	6,894	20,425	39,790	56,790	0	17,000	17,000	42.72%	56,790	0	0	0	0	0.00%	
7331 Contractor & Contract. Mat.	0	0	0	20,000	0	20,000	20,000	0.00%	20,000	0	0	0	0	0.00%	
7340 Machine Time	20,000	0	20,000	20,000	0	0	0	0.00%	20,000	0	0	0	0	0.00%	
7400 Bank Charges	24,245	28,591	12,000	12,000	0	0	0	0.00%	12,000	0	0	0	0	0.00%	
7410 Rental, Leases - Equipment	706	875	980	980	0	0	0	0.00%	980	0	0	0	0	0.00%	
7415 Rental, Leases - Vehicles	0	0	0	30,000	0	30,000	30,000	0.00%	30,000	0	0	0	0	0.00%	
7420 Rental, Leases - Buildings	0	0	0	92,500	0	92,500	92,500	0.00%	92,500	0	0	0	0	0.00%	
7520 Professional Fees	0	0	0	25,000	0	25,000	25,000	0.00%	25,000	0	0	0	0	0.00%	
7531 Service Contracts	606,908	827,858	780,994	80,999	0	(699,995)	(699,995)	-89.63%	81,000	1	0	1	0	0.00%	
7560 Gas/Diesel - Vehicles	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%	
7630 Wireless/Internet Commun.	524	357	1,470	1,470	0	0	0	0.00%	1,470	0	0	0	0	0.00%	
7696 GST Adjustment 2004	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%	
7698 Grouped Expenses	0	0	980	980	0	0	0	0.00%	980	0	0	0	0	0.00%	
7699 Sundry Expenses	3,375	1,262	1,765	1,765	0	0	0	0.00%	1,765	0	0	0	0	0.00%	
7700 Chgs. from Other Depts.	615	418	2,700	2,700	0	0	0	0.00%	2,700	0	0	0	0	0.00%	
7710 Internal Recoverable	0	0	(2,000)	(2,000)	0	0	0	0.00%	(2,000)	0	0	0	0	0.00%	
7780 Trsf. to Reserves-Insurance	24,650	29,680	29,680	35,335	5,655	(495,495)	(489,840)	-43.28%	37,570	2,235	0	2,235	0	6.33%	
Non Labour Account Subtotal	899,424	1,096,518	1,131,804	641,964	5,655	(495,495)	(489,840)	-43.28%	644,200	2,236	0	2,236	0	0.35%	
Total Expense	3,599,596	4,063,895	4,300,145	4,534,412	234,267	0	234,267	5.45%	4,728,791	194,379	0	194,379	0	4.29%	
Net Total	2,145,915	2,282,929	2,475,695	2,537,515	61,820	0	61,820	2.50%	2,731,896	194,381	0	194,381	0	7.66%	

2011 Budget Variance Comments

Dept. Misc. Revenues	Increase due to expense recovery from King Township re: Animal Control Services
Full Time	Increase due to expanding department mandate to include Animal Services, pro-rated progression, and economic adjustment
Overtime	Increase due to union agreement rate changes
Part Time	Increase due to expanding department mandate to include Animal Services and pro-rated progression and economic adjustment
Benefits	Increase in relation to salaries increase
Memberships/Dues/Fees	Reallocated to Meals & Meal Allowances
Meals & Meal Allowances	Reallocated from Memberships/Dues/Fees
Training & Development	<p>Reallocations of \$853K have been made to these accounts to budget for the new Animal Services mandate. \$700K has been reallocated to these accounts from Service Contracts with the remainder of expenses covered by a recovery agreement with King Township</p>
Cellular Telephones	
Office Equip and Furniture	
Protective	
Clothing/Uniforms	
Materials and Supplies	
Contractor & Contract. Mat.	
Rental, Leases – Vehicles	
Rental, Leases – Buildings	
Professional Fees	
Service Contracts	Reallocated to Salaries and Expense accounts associated with increase in department mandate to include Animal Services.
Trsf. To Reserves – Insurance	Allowable increase to fund City insurance cost

2012 Budget Variance Comments

Full Time	Increase due to pro-rated progression and economic adjustment
Part Time	Increase as per agreement
Benefits	Increase in relation to salaries increase and increase as per Guidelines
Trsf. To Reserves – Insurance	Allowable increase to fund City insurance cost

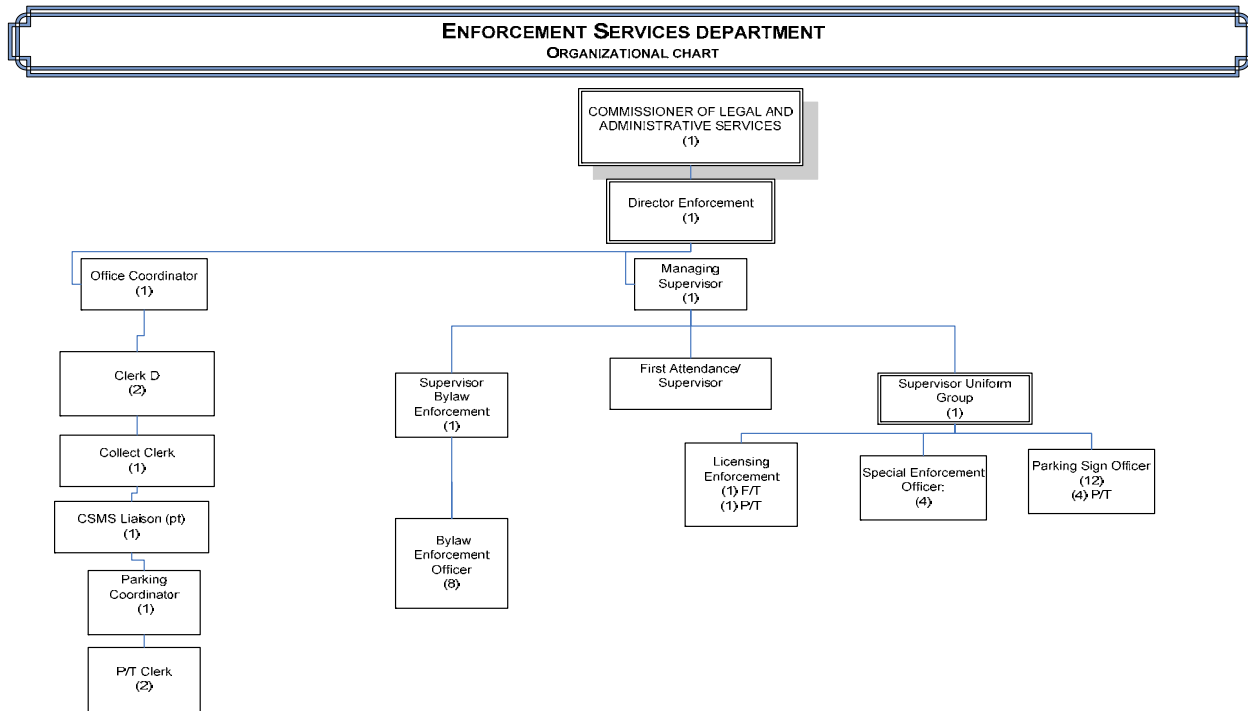
2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement: (Describe the core responsibilities for your department)

Enforcement Services is responsible for encouraging the compliance with 41 City of Vaughan Bylaws through a combination of reactive and proactive enforcement methodologies in both a uniformed and non-uniformed presence in the community. In 2011, the department will assume direct responsibility for the delivery of Animal Services.

Service Profile: (Provide the Organizational Chart for your department)



CITY OF VAUGHAN
08/12/08

Page 1

Full

Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	35	35	35	42*	2	1
Part Time	4.8	4.8	4.8	8.3*	0	0
Overtime	19,205	17,285	17,285	17,285	2,000	500

* = addition of animal services complement

Key Stakeholders: (detail major internal and external stakeholders who interact with the department—key people impacted and involved)

- Residents and Businesses
- Council
- Other internal departments
- External Enforcement Agencies
- Other municipalities and levels of government

2011-12 Business Plan

Work Plan:

Link To Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

Pursue Excellence in Service Delivery

Enhance and Ensure Community Safety, Health and Wellness

Lead and Promote Environmental Sustainability

Value and Encourage a Highly Motivated Workforce

Support the Professional Development of Staff

Enhance Productivity, Cost Effectiveness and Innovation

Plan and Manage Growth & Economic Vitality

Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

Continued growth within the community continues to outpace staffing growth causing an erosion of service delivery. This will continue for the foreseeable future.

The department will be rolling out an online animal licensing program in 2011 which will assist in increasing the level of compliance with animal licensing provisions while reducing the level of manual labour involved in the animal licensing program.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Blackberry Initiative – increase efficiency by reducing amount of time per day by permitting records management information downloaded onto blackberry device by Officers on the road, real time	2010	Pending since 2007- awaiting ITM implementation	Awaiting ITM to activate project
Create a community safety strategy to ensure citizens are safe and have access to safety education programs (partnership with York Regional Police)	2010	ongoing	Web linkage to go live with external VOL
Implementation and evaluation of Administrative Monetary Penalty Program	2010	complete	Program success
Monitoring and maintaining standard operating procedures	2010	ongoing	Processes maintained up to date

2011-12 Business Plan

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Top 3 Objectives)			
1. Open and operate Animal Shelter	2011	Target January 2011	Accounted for
2. Blackberry Initiative – increase efficiency by reducing amount of time per day by permitting records management information downloaded onto blackberry device by Officers on the road, real time	2011	Target January 2011	ITM Department
3. Implement new Property Standards Bylaw, including new standards for Heritage Properties	2011	Enactment in late 2010 – full year impact in 2011	Accounted for
Other: Create a community safety strategy to ensure citizens are safe and have access to safety education programs (partnership with York Regional Police)	2011	Web linkage to YRP programs	None required
2012 (Top 3 Objectives)			
1. Evaluate Full Year of Animal Services Delivery	2012	Ensuring best practices	
2. Major Bylaw Reviews	2012	Improve quality of Bylaw and processes	
3.			
Other			

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

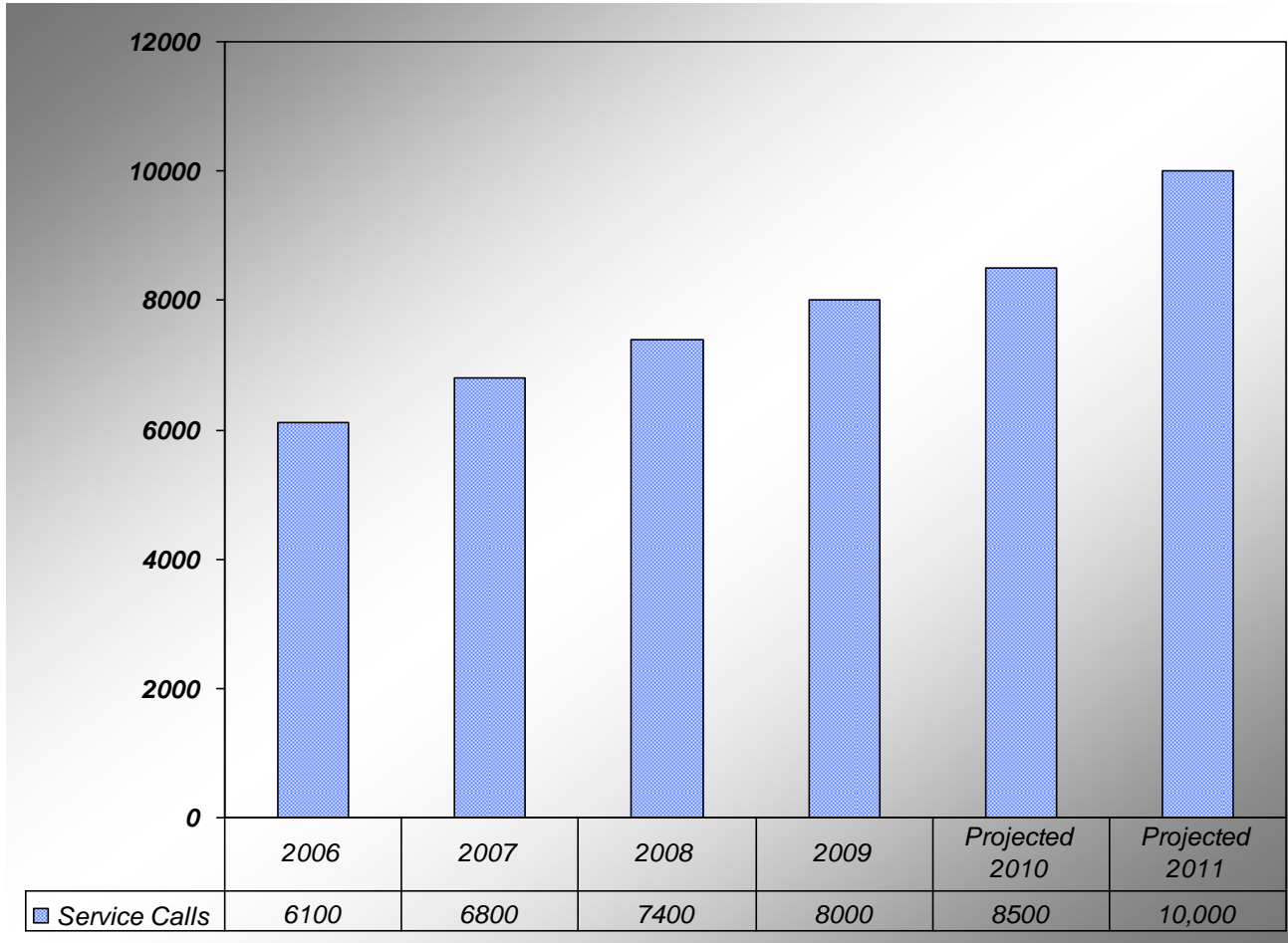
1. Enforcement Services Complaint-Driven Requests – excluding animal control
2. Number of online ticket payments
3. Service standard response
4. Number of Complaint Driven Service Request per Field Officer
5. Amount of parking revenue generated/received per annum
6. Number of service requests completed per annum

2011-12 Business Plan

BUSINESS OVERVIEW:

Measure: Enforcement Services Complaint-Driven Requests

Definition: The number of complaint driven service requests (files) requiring investigation and/or resolution driven by Enforcement Services staff.



Key Conclusion:

The number of complaint driven service requests have increased 24% over the 2006 to 2009 period, including an 8% increase from 2008-2009. As the population rate continues to increase, so too will the call volume.

Notes about the Measure:

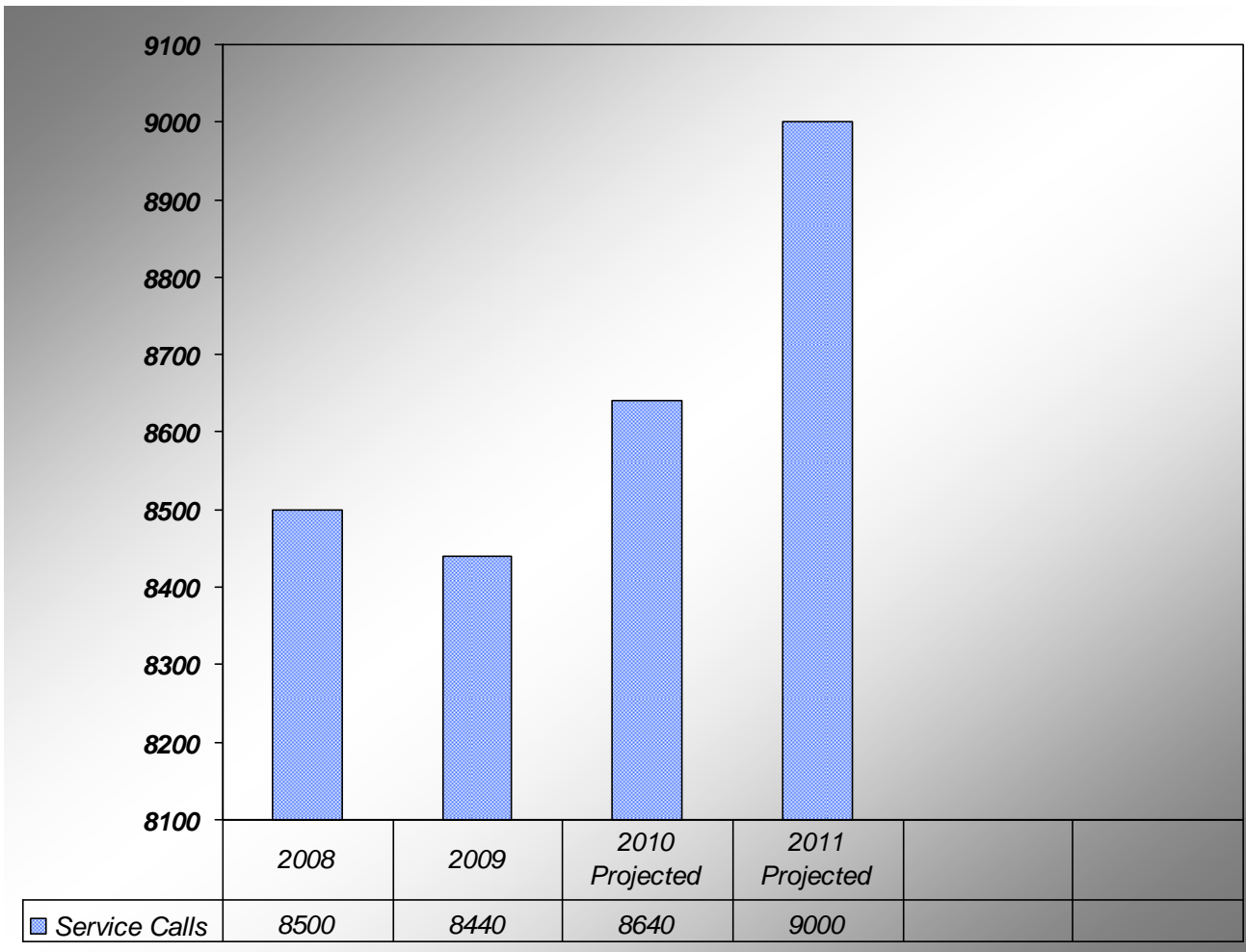
The measure demonstrates the continual increase in demand for service from Enforcement Services. It provides the basis for the service delivery standards and call to officer ratios that were accepted in 2004.

The current number of enforcement service hours available to respond to escalating service request volumes is **inadequate to maintain established service standard due to the continual increase in call volume.**

2011-12 Business Plan

Measure: Number of Online Ticket Payments

Definition: The number of complaint of online ticket payments per annum



Key Conclusion:

The implementation of the Ticket Online Payment process is a valuable customer service, that is being used at a satisfactory level

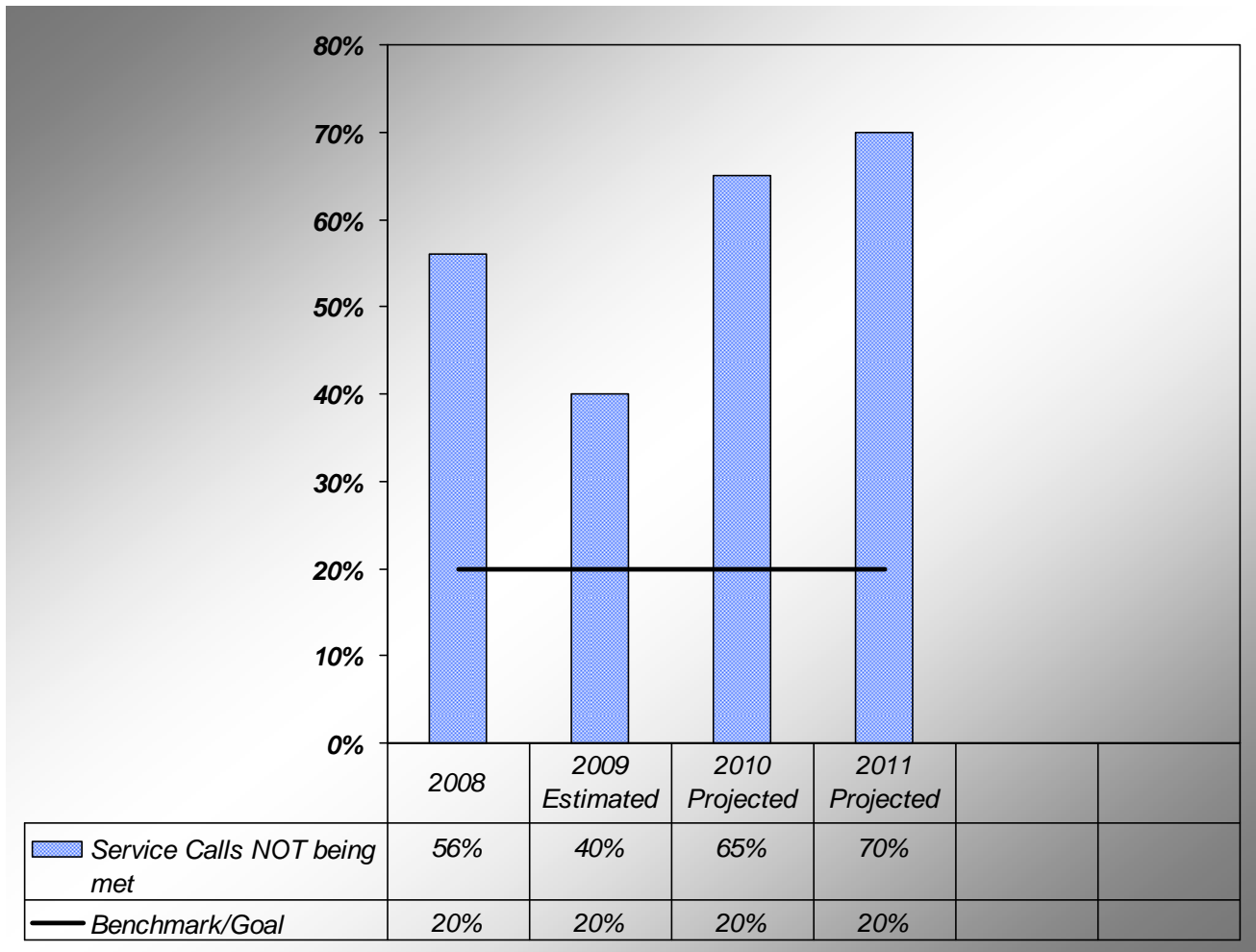
Notes about the Measure:

Continued and consistent usage of the system indicates that the service is useful to residents

2011-12 Business Plan

Measure: Service Standard Response

Definition: The percentage of complaints unable to be responded to with the accepted service standard of 5 -10 business days



Key Conclusion: The ability of staff to initially respond to a call for service is within 5 – 10 days. In conjunction with the number of calls per officer, the numbers here demonstrate the impact of the workload on the department’s ability to provide timely service.

The statistic above are captured from snapshots of data over the year

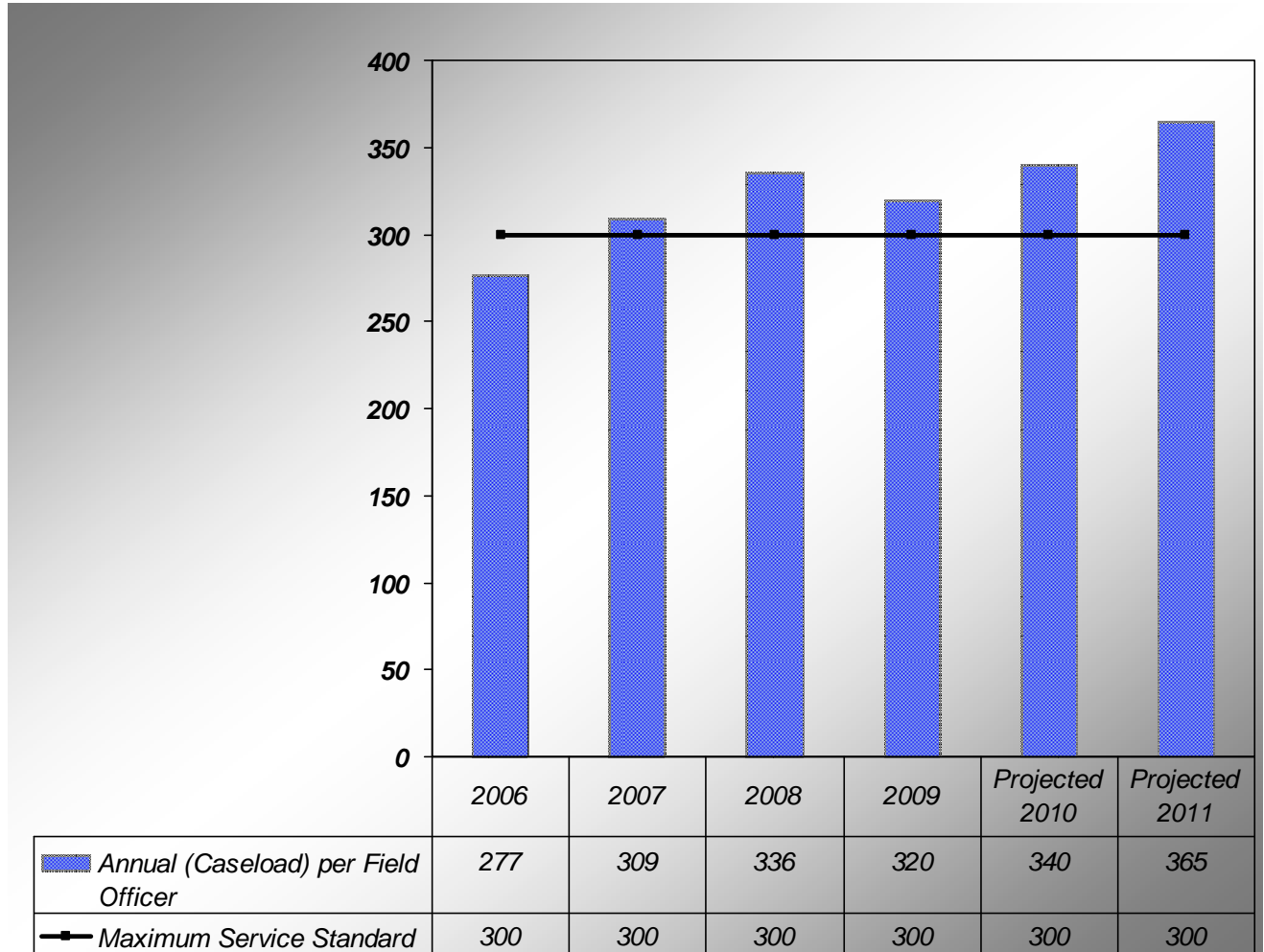
Notes about the Measure:

The goal for initial response is 5-10 days

2011-12 Business Plan

Measure: Number of Complaint Driven Service Requests per Field Officer

Definition: The number of complaint-driven service requests per Field Officer who are handling such requests



Key Conclusion:

The number of complaints that each Field Officer is required to investigate rose by 20% from 2006 to 2009 period. This trend will continue which will result in slowing service delivery. **A case load of over 300 per officer will diminish the service delivery standard of response in 5-10 days.**

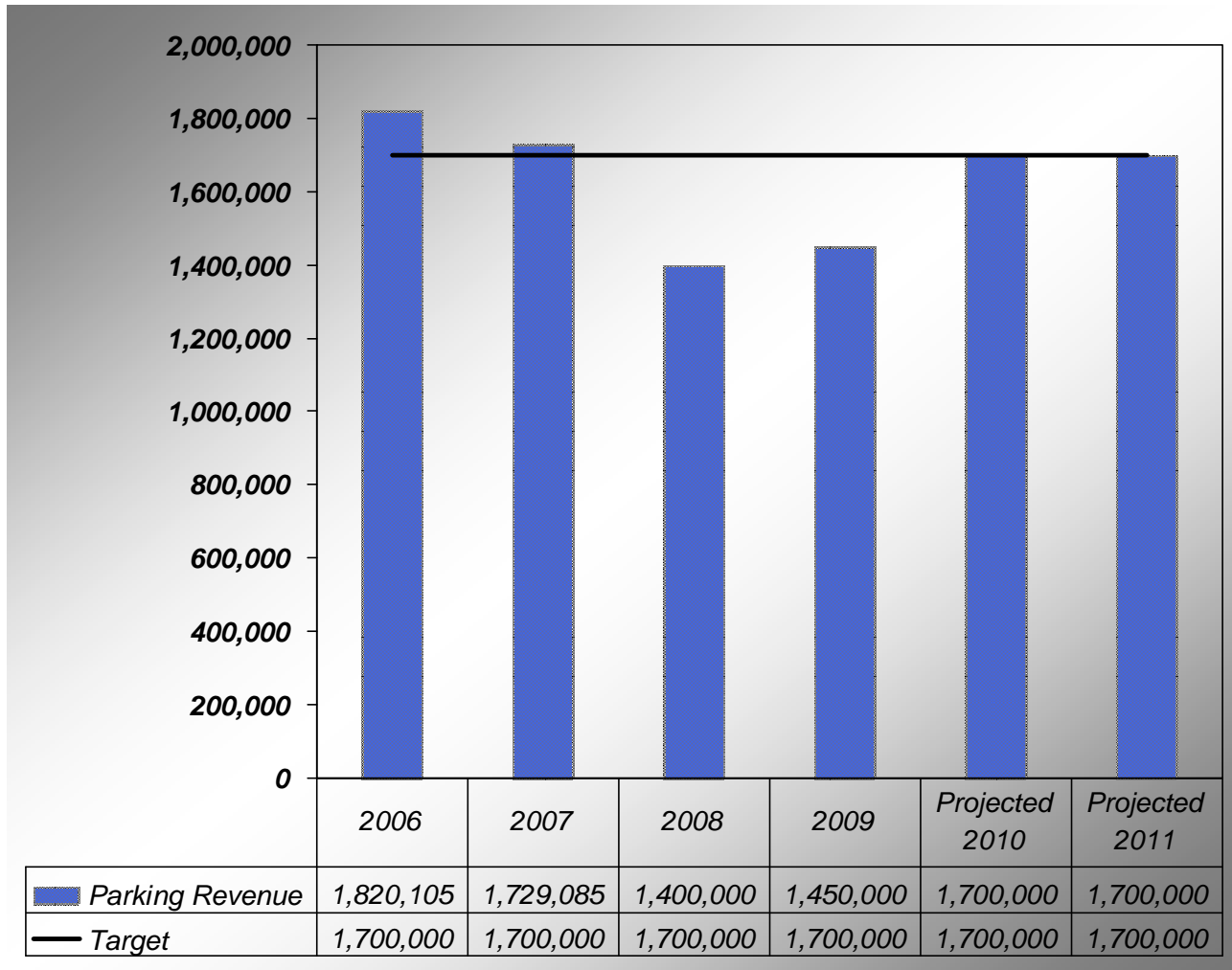
Notes about the Measure:

In 2009 3 officers were added with the intention of maintaining or improving service delivery levels. Please note that the 2008 ratio is 336 as per the number of complaints per field officer. By adding staff the ratio diminished, but only slightly, and only for one year. In 2010 the caseload is expected to increase to 340:1

2011-12 Business Plan

Measure: Amount of Parking Revenue Generated/Received per Annum

Definition:



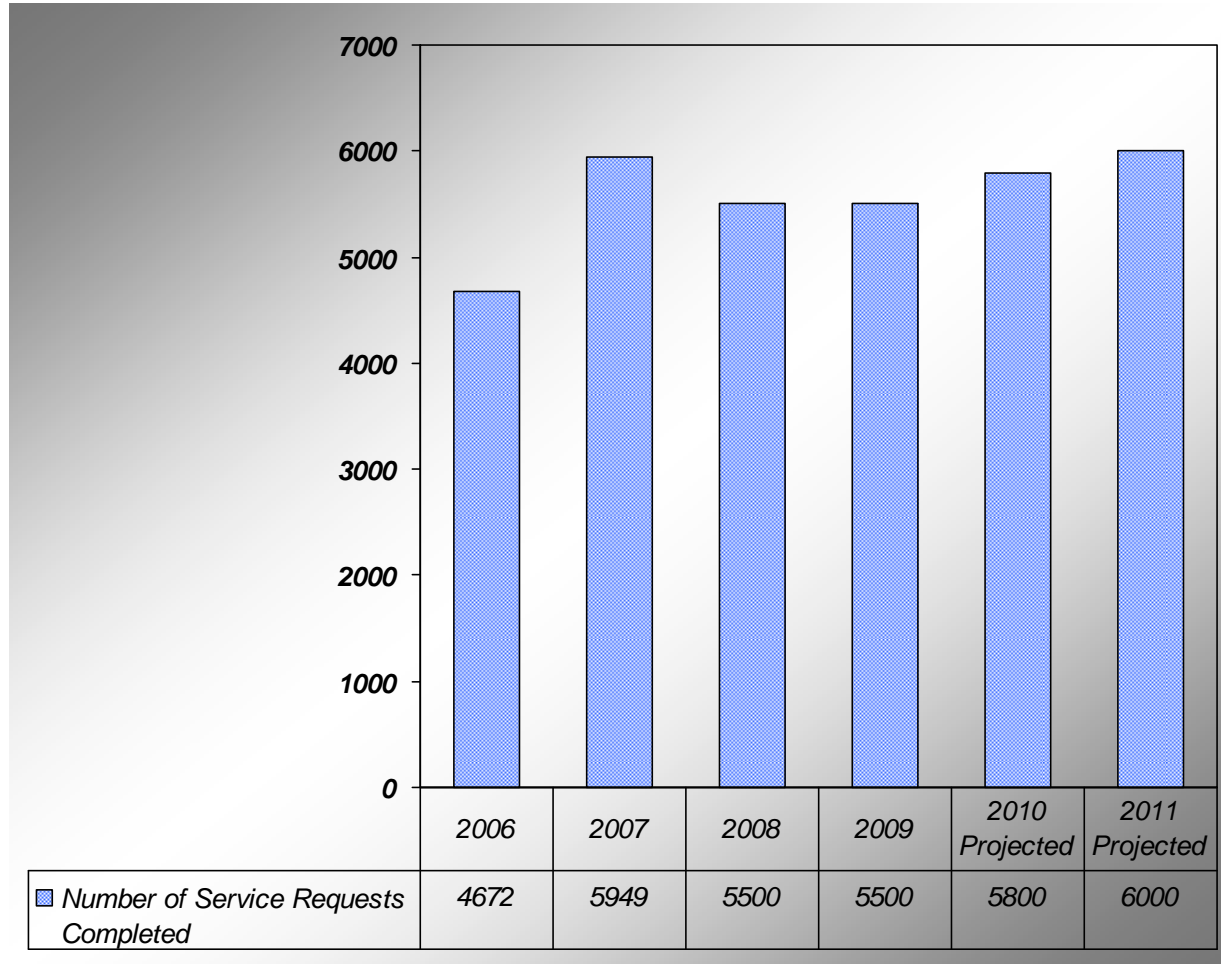
Key Conclusion: Call volume increases, and other increasing enforcement demands such as sign enforcement, and permit parking negatively impacted fine revenue in 2009. Administrative Monetary Penalties is indicating a possible recovery in 2010 to potentially 2007 levels

Notes about the Measure: Revenue received cannot be controlled or accurately projected by staff. Revenue generated was a measure of the productivity of staff. However, the time required to now inspect the growing number of parking permits across the city quite dramatically impacts productivity. Parking Permits also tend to reduce fine revenue.

2011-12 Business Plan

Measure: Number of Service Requests Completed per Annum

Definition: The total number of Service Requests which are completed and closed by Enforcement Services staff



Key Conclusion:

The number of service requests completed per year by Enforcement Services staff will vary from year to year based on call volume and call case load.

Notes about the Measure:

As the length of time to investigate and complete files increases which will impact the number of service requests completed per year. Operational and procedural changes implemented by the Enforcement Services staff have improved the timelines of file closing.

2011-12 Business Plan

BUSINESS OVERVIEW

Overall Conclusion:

Call volumes have continued to increase to a point where despite recent staffing increases, the established service delivery standards and revenue targets cannot be sustained.

Year-to-date 2010, staff have been able to respond to 35% of calls within the established service standard. This leaves 65% of calls that are not responded to within 5-10 days. All efficiencies have been implemented to increase investigational effectiveness, however, the call volume is exceeding the staff's ability.

Revenue will meet projections this year. Although a customer service related initiative, the increasing volume of parking permits have a negative impact on the productivity of parking enforcement staff and have the potential to diminish fine revenue.



Enforcement Services

2011-12 Business Plan

Lawrence P. Pankovsk

Commissioner Sign-off

01/7~~2~~/11

Date (mm/dd/yy)



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary

Department **Business Unit Name**

Request Title

Annual Budget Change Summary					
Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	1.00	-	1.00	-	1.00
Net FTE's	1.00	-	1.00	-	1.00
Operating Revenue	45,000	-	45,000	-	45,000
Operating Costs					
Staffing & Benefits	80,243	-	80,243	-	80,243
Other continuous costs	2,000	-	2,000	-	2,000
One-time expenses	2,250	(2,250)	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 39,493	\$ (2,250)	\$ 37,243	\$ -	\$ 37,243
Associated Capital Costs	\$ 35,000	\$ -	\$ 35,000	\$ -	\$ 35,000

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

This position was created in 2004 to enforce the provisions of Licensing Bylaw.

Only one full time position was allocated to this task. This is compared to other municipalities such as Oshawa, population 150,000 with 2.5 Licensing Enforcement Officers; Brampton population 450,000 with 8 officers and one supervisor; Markham population 300,000 with 3 officers dedicated to licensing enforcement

The Licensing By-law is in place to protect the public and consumers.

The traditional focus of this position has been the industries considered mobile such as: tow trucks, taxis, refreshment vehicles. There are enforcement activities that deal with the stationary industries, but only on complaints. (i.e. adult entertainment, body rub, food license types, and fireworks)

York Regional Police and the insurance industry have expressed concern to the city about the need to increase enforcement action with respect to Tow Trucks to bring that industry into compliance with By-laws and regulations,

This added position is to increase patrol and inspection time from 35 to 70 hours per week, with an increased focus on the tow industry. There are 390 licenses issued to tow vehicles and drivers in the City. As population grows, so does the number of licensed vehicles.

It is anticipated that there may be a revenue offset due to fine revenue and potentially increased licensing revenues, but this position is about achieving an increased level of compliance.

Milestones or Deliverables	Timelines	Comments

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

The Licensing Department administers the issuance of licenses.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Licensing Enforcement Field Officer
---------------	-------------------------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

1. Community Safety
2. Service Excellence

These links are achieved by increasing the level of compliance of the mobile industries and reducing the risks to the public of being taken advantage of by unscrupulous operators.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

This request is focused on public safety and compliance

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

The benefits are:

1. improved compliance within specific industries
2. reduced risk to patrons
3. The city is seen to be administering an efficient and comprehensive licensing program
4. Some revenue offset
5. Fewer complaints about mobile operations to external agencies.

5) Alternatives

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

There was an attempt in the past to re-assign staff to provide some additional enforcement hours towards the Licensing Bylaw. Unfortunately, the time allocated to licensing enforcement had a significant negative impact on that units core responsibilities.

Dedicated Licensing Enforcement staff are required to provide consistent enforcement activities.

Request Title	Licensing Enforcement Field Officer
----------------------	--

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

The public at large the use the mobile industry services will be placed at risk, be it for being overcharged or taken advantage of by tow truck and taxi operators, to potential health concerns with refreshment vehicles.

Confidence in our licensing program will be eroded, not only by the public, but other agencies as well.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Current status of compliance:

Comments

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

The risk to the public is that they would be taken advantage of financially and other wise; the public is at risk for poor equipment, drivers with negative criminal histories and tendencies.

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggressor

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

Concerns by the insurance industry and the police - unscrupulous operations by operators put public safety at risk.
Goal is compliance within the industry.

Request Title	Licensing Enforcement Field Officer			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 Full-Yr. Adj.
REVENUE - continuous operating detail				
1	Licensing Bylaw Charges	45,000		
2				
3				
4				
Subtotal		45,000	-	-
REVENUE - one-time operating detail				
1				
2				
Subtotal		-	-	-
EXPENSES - continuous operating detail (For staffing costs please fill out section 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	63,939	-
2	* Benefits	(See sect. 8&9)	16,304	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	2,000	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		82,243	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	2,250	(2,250)
2	<blank>			
3	<blank>			
Subtotal		2,250	(2,250)	-
OFFSETS - cost savings, reductions, etc				
1	Fines	45000		
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		39,493	(2,250)	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	Car required		35,000	
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			35,000	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)		1.00	-
FTE's	(calculated field - sect. 8&9)		1.00	-
FTE reductions/offsets	(Manual Field)		-	-
Net FTE's	(calculated field - sect. 8&9)		1.00	-

Request Title	Licensing Enforcement Field Officer			
8) 2011 Complement Details				
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.				
2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Licensing Field Enforcement			
Estimated start date (dd-mm-yy to dd-mm-yy)	4/11/2001			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level	I			
Est. starting step	start			
2011 Complement Annual Cost Detail				
Annual full-time \$	62,439			62,439
Annual part-time \$				-
Annual shift premiums, etc	1,000			1,000
Annual overtime \$	500			500
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	16,304	-	-	16,304
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 80,243	\$ -	\$ -	\$ 80,243
Continuous costs	<i>(BU & Acct #.)</i>			
1) Training	1,000			1,000
2) Cell Phone	500			500
3) Uniforms	500			500
4) <blank>				-
Subtotal	\$ 2,000	\$ -	\$ -	\$ 2,000
One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.	1,500			1,500
2) Office equip.	250			250
3) Other	500			500
Subtotal	2,250	-	-	2,250
Total 2011 Complement Annual Costs	\$ 84,493	\$ -	\$ -	\$ 84,493
Additional Comments:				

Request Title	Licensing Enforcement Field Officer			
9) 2012 Complement Details				
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.				
2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				
2012 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	(BU & Acct #.)			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal	-	-	-	-
Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (if applicable)

Department **Business Unit Name**

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	1.00	1.00	2.00	-	2.00
Net FTE's	1.00	1.00	2.00	-	2.00
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	78,988	82,476	161,464	-	161,464
Other continuous costs	4,000	4,000	8,000	-	8,000
One-time expenses	4,000	-	4,000	(4,000)	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 86,988	\$ 86,476	\$ 173,464	\$ (4,000)	\$ 169,464
Associated Capital Costs	\$ 35,000	\$ 35,000	\$ 70,000	\$ -	\$ 70,000

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

Increase of complement in the Bylaw Enforcement (property standards) staff to address increased call volumes and work volumes. Call volumes have risen dramatically in the past several years with the growth in population.

The number of complaint driven service requests have increased 24% over the 2006 to 2009 period, including an 8% increase from 2008-2009.

Year-to-date 2010, staff have only been able to respond to 35 % of calls within the established service standard. This leaves 65% of calls that were not responded to within 5-10 days. This is despite initiatives to increase efficiency, and adjusting work hours to increase investigational effectiveness.

An initiative to enable staff to input notes and reports directly into the CTS database has been discussed since 2007, but has yet to materialize. This initiative is expected to further improve officer efficiencies collectively by approximately 1800 hours. In the interim, additional resources are required to address increase in call volume and diminishing service levels.

Milestones or Deliverables	Timelines	Comments

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

Vaughan Fire and Rescue
Building Standards...

Unit serves summons for these units...workload will slow ability to service those Departments

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Property Standards Officer
----------------------	-----------------------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

1. Pursue Excellence in Service Delivery – To deliver a high quality of services within approved service standards to all City stakeholders e.g. staff, citizens and businesses.
 2. Enhance and Ensure Community Safety, Health & Wellness – To advocate for, protect and enhance community safety, health and wellness through education, design and enforcement. The additional compliment will permit a consistent level of enforcement for several years of community growth.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

This unit is responsible for enforcing the provisions of 42 Bylaws, including Property Standards, Zoning, and Noise Bylaws. This is directly tied to the service delivered to a group of Key Stakeholders. Also, the Key Performance Indicators of: Number of Complaints Concluded, Response Time.
 As indicated above, the volume of calls for service rose dramatically again in 2009 and the unit's ability to address resident complaints in 5 to 10 business days is impossible to achieve. The additional resources will allow a timely response to resident complaints.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

The benefits of this initiative are
 1. Increased public service - complaint response times restored to 5 - 10 business days
 2. Increased public service - increase in daily service hours from 7 to 12
 3. Meets the demands of the community calls for service trends

5) Alternatives

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

This business group cannot be assisted by others due to special training and certification required for the position.
 To re-allocate resources from another unit (parking) would have a significant negative impact on the revenue projections as much fewer tickets will be issued. This may also lead to union issues.

Request Title	Property Standards Officer
----------------------	-----------------------------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, etc.)

Staff will be impacted due to excessive work demands attempting to meet established service delivery levels of a complaint response in 5 to 10 days. Staff stress and absences will increase with the added stress of attempting to deal with an unmanageable cases loads. Staff also impacted negatively due to other corporate demands that take away from enforcement activities, such as sign blitzes, and after hours noise complaints, that reduce the officer's ability to perform assigned duties and manage their workload. Response to constituent calls for service will diminish. Council and the public are negatively impacted as their expectations for prompt response to calls for service will not be met, creating frustration and lack of confidence in corporate services. Response to calls for service will drop to 20 - 25 days as opposed to the established 5 - 10 service level standard. Council and the public are negatively impacted as their expectations for prompt response to calls for service will not be met, creating frustration and lack of confidence in corporate services.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

Building Code, Municipal Act (Grow Op response)

What are the compliance requirements?

Comments

Properties must comply with requirements of the Building Code and Planning Acts. Municipalities must also investigate properties that were operated as grow ops, as mandated by the Municipal Act

Current status of compliance:

Fair

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk
Pools and hazardous conditions must be dealt with if the City has knowledge of dangerous situations

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Current service level vs. target

Poor service delivery, all stakeholders, including Council waiting extended periods for issue resolutions

20-25 day call response vs. 5 - 10 day response time

Request Title	Property Standards Officer			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	62,939	65,457
2	* Benefits	(See sect. 8&9)	16,049	17,019
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	4,000	4,000
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		82,988	86,476	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	4,000	-
2	<blank>			(4,000)
3	<blank>			
Subtotal		4,000	-	(4,000)
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		86,988	86,476	(4,000)
ASSOCIATED CAPITAL FUNDING		Proj. #		
1	2 vehicles		35,000	35,000
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			35,000	35,000
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	1.00	1.00	
FTE's	(calculated field - sect. 8&9)	1.00	1.00	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	1.00	1.00	

Request Title	Property Standards Officer
---------------	----------------------------

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title	Property Standards	Property Standards		
Estimated start date (dd-mm-yy to dd-mm-yy)	4/11/2001			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify term (dd mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level	I			
Est. starting step	start			

2011 Complement Annual Cost Detail

Annual full-time \$	62,439			62,439
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$	500			500
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	16,049	-	-	16,049
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ 78,988	\$ -	\$ -	\$ 78,988

Continuous costs	(BU & Acct #.)				
1) Training		2,000			2,000
2) Cell Phone		1,000			1,000
3) Uniform		1,000			1,000
4) <blank>					-
Subtotal		\$ 4,000	\$ -	\$ -	\$ 4,000

One-time costs	(BU & Acct #.)				
1) Computer equip.		3,000			3,000
2) Office equip.		1,000			1,000
3) Other		-			-
Subtotal		4,000	-	-	4,000

Total 2011 Complement Annual Costs	\$ 86,988	\$ -	\$ -	\$ 86,988
---	------------------	-------------	-------------	------------------

Additional Comments:

Request Title	Property Standards Officer
---------------	----------------------------

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title	Property Standards			
Estimated start date				
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify term (dd mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level	I			
Est. starting step	start			

2012 Complement Annual Cost Detail

Annual full-time \$	64,957			64,957
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$	500			500
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	17,019	-	-	17,019
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 82,476	\$ -	\$ -	\$ 82,476

Continuous costs	(BU & Acct #.)				
1) training		2,000			2,000
2) cell phone		1,000			1,000
3) uniform		1,000			1,000
4) <blank>					-
Subtotal		\$ 4,000	\$ -	\$ -	\$ 4,000

One-time costs	(BU & Acct #.)				
1) Computer equip.		3,000			3,000
2) Office equip.		1,000			1,000
3) Other					-
Subtotal		4,000	-	-	4,000

Total 2012 Complement Annual Costs	\$ 90,476	\$ -	\$ -	\$ 90,476
---	------------------	-------------	-------------	------------------

Additional Comments:



2011-12 DRAFT OPERATING BUDGET

HUMAN RESOURCES

➤ FINANCIAL SUMMARY

➤ BUSINESS PLAN

➤ ADDITIONAL RESOURCE REQUESTS

- Awards
- Crossing Guard Coordinator (FT Conv.)
- Professional Fees – Engagement Survey
- 2 Full Time Learning & Dev.Specialists & 1 LD Coordinator
- 1 HR Partner (2012)

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Account Reallocati on		2011 Total Budget Variance		Budget 2012		2012 Account Reallocati on		2012 Total Budget Variance	
						Inc/(Dec)	Reallocati on	\$	%	\$	%	Inc/(Dec)	Reallocati on	\$	%
090 - Human Resources Revenue															
3522 Trsf. fm Res. & Res. Funds	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
3574 Rev. from Recover. Expenses	0	0	0	0	0	0	0	0.00%	0.00%	0	0	0	0	0.00%	
3618 Dept. Misc. Revenues	0	0	0	0	0	0	0	0.00%	0.00%	0	0	0	0	0.00%	
3790 Reserves Revenue	0	0	0	0	0	0	0	0.00%	0.00%	0	0	0	0	0.00%	
Revenue	0	0	0	0	0	0	0	0.00%	0.00%	0	0	0	0	0.00%	
Labour Accounts															
7010 Full Time	1,086,220	1,169,009	1,206,289	1,216,867	10,578	10,578	10,578	0.88%	0.88%	1,265,831	48,964	48,964	4.02%		
7012 Overtime	0	0	0	0	0	0	0	0.00%	0.00%	0	0	0	0.00%		
7015 Part Time	886,296	930,938	885,329	882,985	(2,344)	(2,344)	(2,344)	-0.26%	-0.26%	882,985	0	0	0.00%		
7017 Benefits	359,412	356,069	390,063	395,951	5,888	5,888	5,888	1.51%	1.51%	414,492	18,541	18,541	4.68%		
7040 Honorariums	0	0	0	0	0	0	0	0.00%	0.00%	0	0	0	0.00%		
Labour Account Subtotal	2,331,928	2,456,016	2,481,681	2,495,803	14,122	14,122	14,122	0.57%	0.57%	2,563,308	67,505	67,505	2.70%		
Non Labour Accounts															
3572 Joint Service Revenue	0	0	0	0	0	0	0	0.00%	0.00%	0	0	0	0.00%		
7100 Mileage	2,513	1,644	1,951	1,951	0	0	0	0.00%	0.00%	1,950	(1)	(1)	-0.05%		
7105 Memberships/Dues/Fees	4,572	5,310	8,280	8,280	0	0	0	0.00%	0.00%	8,280	0	0	0.00%		
7110 Meals & Meal Allowances	0	1,467	0	0	0	0	0	0.00%	0.00%	0	0	0	0.00%		
7115 Training & Development	5,869	4,012	8,579	8,579	0	0	0	0.00%	0.00%	8,580	1	1	0.01%		
7116 Corporate Training	73,299	85,166	89,792	89,792	0	0	0	0.00%	0.00%	89,790	(2)	(2)	0.00%		
7120 Telephone Charges	0	0	0	0	0	0	0	0.00%	0.00%	0	0	0	0.00%		
7122 Cellular Telephones	4,768	4,035	6,332	6,332	0	0	0	0.00%	0.00%	6,330	(2)	(2)	-0.03%		
7125 Subscriptions/Publications	6,986	5,734	2,544	2,544	0	0	0	0.00%	0.00%	2,545	1	1	0.04%		
7130 Seminars & Workshops	7,349	13,078	15,551	15,551	0	0	0	0.00%	0.00%	15,550	(1)	(1)	-0.01%		
7135 Advertising	75,082	30,104	143,820	50,000	(93,820)	(93,820)	(93,820)	-65.23%	-65.23%	50,000	0	0	0.00%		
7200 Office Supplies	3,793	5,796	5,875	5,875	0	0	0	0.00%	0.00%	5,875	0	0	0.00%		
7205 Computer Supplies	1,309	1,724	1,470	1,470	0	0	0	0.00%	0.00%	1,470	0	0	0.00%		
7210 Office Equip. & Furniture	336	0	2,206	2,206	0	0	0	0.00%	0.00%	2,205	(1)	(1)	-0.05%		
7211 Computer Hardware/Software	951	7,011	3,210	3,210	0	0	0	0.00%	0.00%	3,210	0	0	0.00%		
7215 Mtce. & Repairs - Equip.	0	0	980	980	0	0	0	0.00%	0.00%	980	0	0	0.00%		
7220 Copier/Fax Lease Charges	12,760	10,904	16,729	16,729	0	0	0	0.00%	0.00%	16,730	1	1	0.01%		
7222 Printing	7,299	3,713	3,430	3,430	0	0	0	0.00%	0.00%	3,430	0	0	0.00%		
7226 Courier Services	0	2,783	0	0	0	0	0	0.00%	0.00%	0	0	0	0.00%		
7300 Protect. Clothing/Uniforms	10,603	3,048	9,850	9,850	0	0	0	0.00%	0.00%	9,850	0	0	0.00%		
7365 Safety Equipment	3,057	623	980	980	0	0	0	0.00%	0.00%	980	0	0	0.00%		
7410 Rental, Leases - Equipment	0	0	0	0	0	0	0	0.00%	0.00%	0	0	0	0.00%		
7445 Awards	27,678	65,793	35,000	35,000	0	0	0	0.00%	0.00%	35,000	0	0	0.00%		
7520 Professional Fees	371,443	380,617	294,168	387,988	93,820	93,820	93,820	31.89%	31.89%	387,990	2	2	0.00%		
7531 Service Contracts	0	0	0	0	0	0	0	0.00%	0.00%	0	0	0	0.00%		
7605 Security Systems	10,788	5,674	14,680	14,680	0	0	0	0.00%	0.00%	14,680	0	0	0.00%		
7630 Wireless/Internet Commun.	0	0	488	488	0	0	0	0.00%	0.00%	490	2	2	0.41%		
7635 Communications - ITM	0	0	0	0	0	0	0	0.00%	0.00%	0	0	0	0.00%		
7696 GST Adjustment 2004	0	0	0	0	0	0	0	0.00%	0.00%	0	0	0	0.00%		

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011 Inc/(Dec)	2011 Account Reallocati on	2011 Total Budget Variance	Budget 2012	2012 Inc/(Dec)	2012 Account Reallocati on	2012 Total Budget Variance
7698 Grouped Expenses	30,859	18,256	16,572	16,573	1	\$ 1	0.01%	16,575	2	\$ 2	0.01%
7699 Sundry Expenses	2,025	2,012	176	176	0	\$ 0	0.00%	175	(1)	\$ (1)	-0.57%
7700 Chgs. from Other Depts.	1,126	480	0	0	0	\$ 0	0.00%	0	0	\$ 0	0.00%
7710 Internal Recoverable	0	0	0	0	0	\$ 0	0.00%	0	0	\$ 0	0.00%
7712 Joint Serv. Recovery-Library	(40,000)	(13,600)	(40,000)	(40,000)	0	\$ 0	0.00%	(40,000)	0	\$ 0	0.00%
7784 Trf. to Res-Other nonPL	0	0	0	0	0	\$ 0	0.00%	0	0	\$ 0	0.00%
7785 Trsf. to Reserves-Other	0	0	0	0	0	\$ 0	0.00%	0	0	\$ 0	0.00%
7790 Trsf. to_ from Expend Res	54,990	37,393	0	0	0	\$ 0	0.00%	0	0	\$ 0	0.00%
Non Labour Account Subtotal	679,455	682,777	642,663	642,664	1	\$ 0	0.00%	642,665	1	\$ 0	0.00%
Total Expense	3,011,383	3,138,793	3,124,344	3,138,467	14,123	\$ 0	0.45%	3,205,973	67,506	\$ 0	2.15%
Net Total	3,011,383	3,138,793	3,124,344	3,138,467	14,123	\$ 0	0.45%	3,205,973	67,506	\$ 0	2.15%

2011 Budget Variance Comments

Full Time Decrease due to revision of one position offset by economic adjustment and prorated progressions
Part Time Pro-rated progression offset by staffing adjustment
Benefits Decrease in relation to salary change
Advertising Reallocated to Professional Fees
Professional Fees Reallocated from Advertising

2012 Budget Variance Comments

Full Time Increase due to pro-rated progression and economic adjustment
Benefits Increase in relation to salaries increase and increase as per Guidelines

2011-12 Business Plan

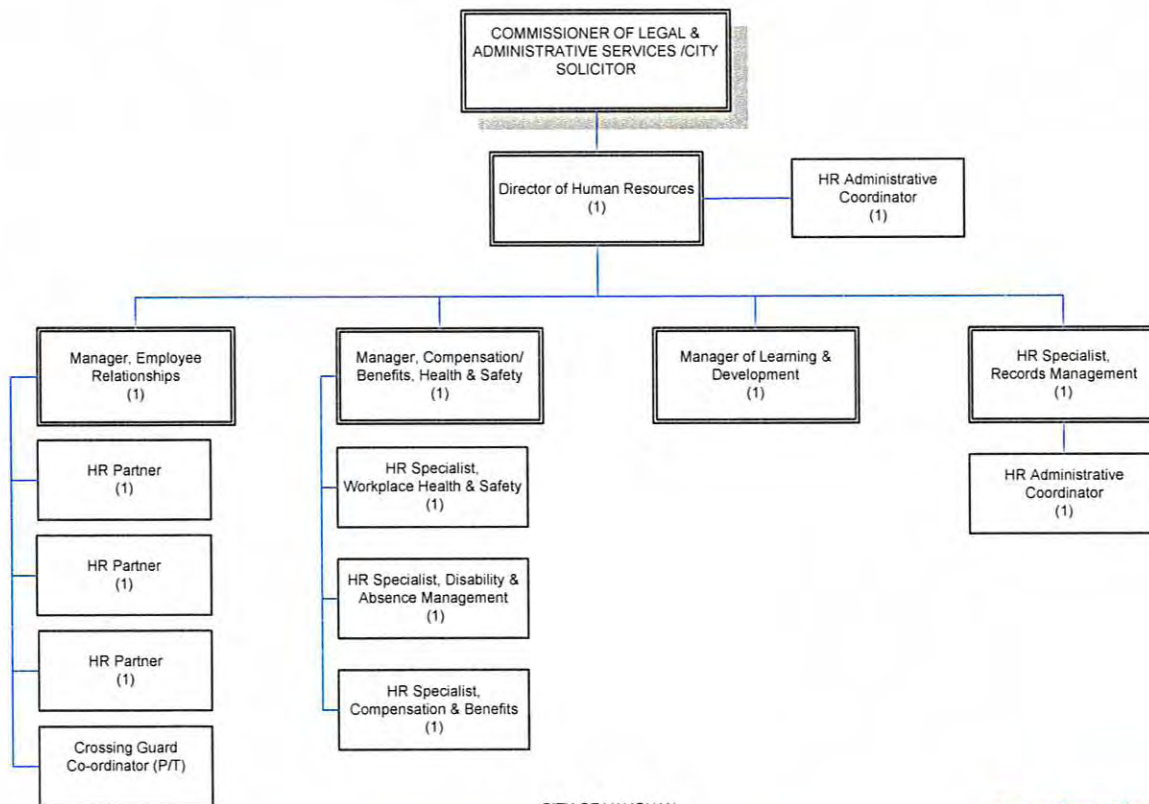
BUSINESS OVERVIEW

Service Statement: (Describe the core responsibilities for your department)

As a department, we strive to contribute to the achievement of corporate goals and objectives and the satisfaction and well being of the employees of the City of Vaughan. The services we provide encompass multiple professional specialties which contribute to the engagement of all employees of the City of Vaughan.

Service Profile: (Provide the Organizational Chart for your department)

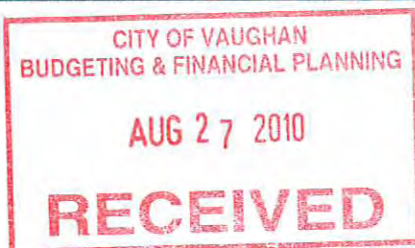
HUMAN RESOURCES DEPARTMENT ORGANIZATIONAL CHART



CITY OF VAUGHAN
February 2010

Approved Full-time Complement: 13

Page 1



2011-12 Business Plan

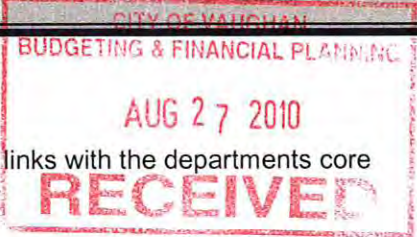
Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	13	13	13	13	2	3
Part Time	0	0	0.6	0.5	-0.5	0
Overtime	0	0	0	0	0	0

Key Stakeholders: (detail major internal and external stakeholders who interact with the department–key people impacted and involved)

- Public / Candidates
- Council
- Employees/unions and Management of the Corporation
- WSIB
- Ministry of Labour
- OMERS
- Great West Life (Benefits)
- Local Executives and Political bodies

2011-12 Business Plan



Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

- B-1 Value and encourage a highly motivated workforce
- B-2 Attract, retain & promote skilled staff
- B-3 Support the professional development of staff

Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

The economic slowdown has put pressure on our ability to negotiate with our bargaining partners. Collective agreement renewal – possible strikes – salary compression issues

The Implementation of the Human Resources Strategy will require additional resources to deliver the initiatives that we have committed to our senior management team and our employees. This is an opportunity for the City to improve its reputation as an employer of choice and develop its human capital to be the best in our industry. Also it is an opportunity to attract top talent both from other municipalities and from the private sector.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Identify and Develop a management succession program	2010	Ongoing	Part of HR strategy
Successfully negotiated a renewal of the full time CUPE agreements.	2010	Complete	Part of Vaughan Vision 2020
Develop a strategy to encourage and support life long learning and participation in a wide variety of staff events	2011	Development complete / ongoing implementation	Part of Vaughan Vision 2020
Completed the non-union part time survey and recommended adjustments to the pay rates in accordance with the analysis	2010	Complete	Part of Vaughan Vision 2020
Implemented the City Manager's Award of Excellence	2010	Complete	Part of Vaughan Vision 2020
Develop a strategy to continue to ensure a quality work environment and a wide array of staff benefits.	2011	Ongoing	Part of HR strategy
Develop a focused corporate learning approach to staff education	2011	Ongoing	Part of HR strategy

2011-12 Business Plan

Establish through HR an entry level mentorship program for recent graduates of various professional faculties	2016	Ongoing	Part of HR strategy
Encourage and promote temporary secondments of selected staff to other levels of government.	2016	Ongoing	Part of HR strategy

CITY OF VAUGHAN
BUDGETING & FINANCIAL PLANNING

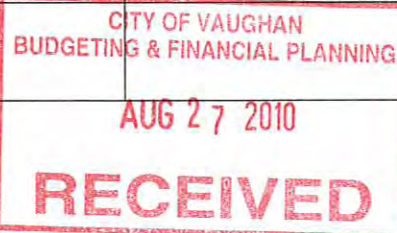
AUG 27 2010

RECEIVED

2011-12 Business Plan

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

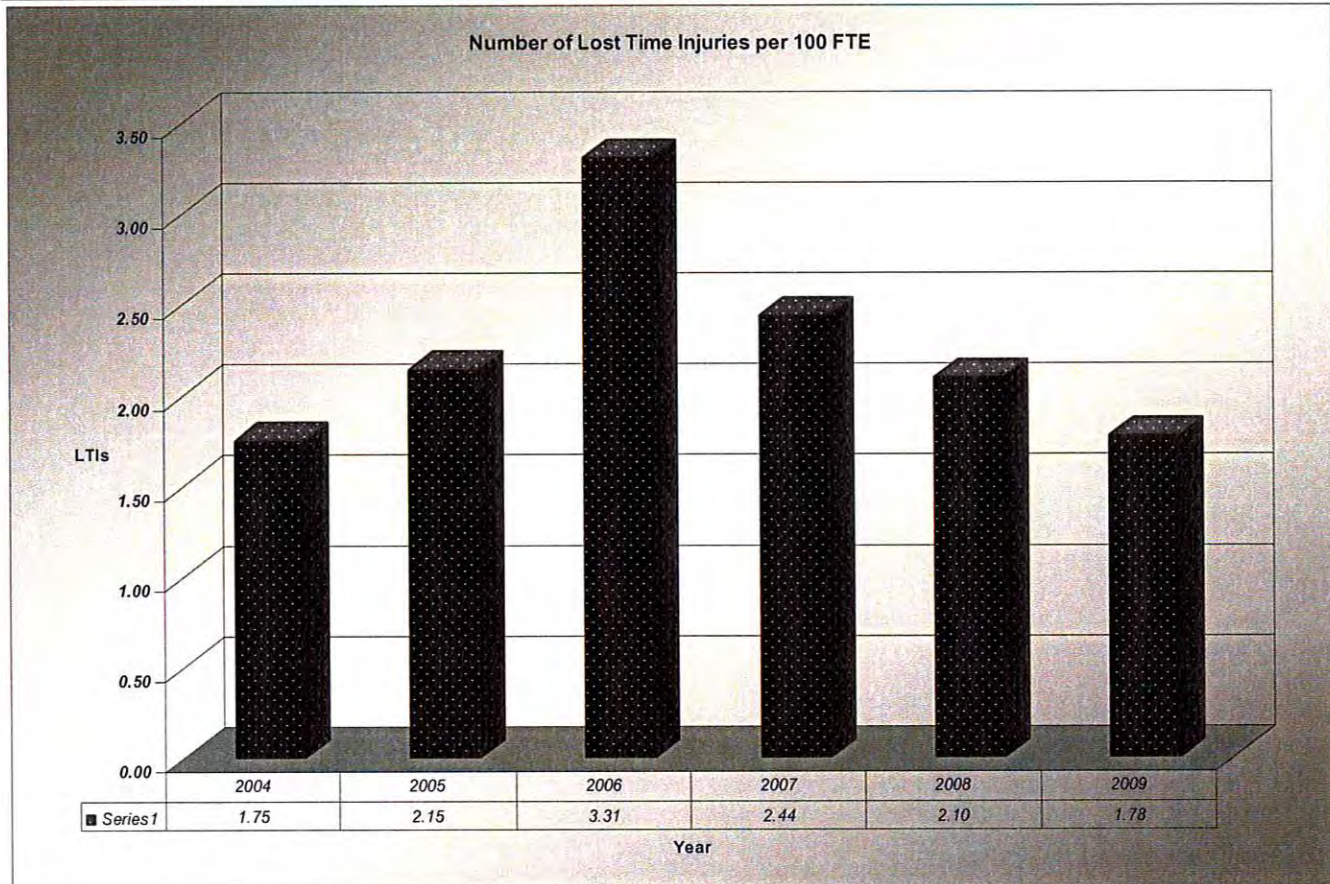
Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1.Engagement Survey	2 nd quarter	Recommendations to Improve engagement of employees	Consulting / Professional fees
2. Implementation of Learning and Development Strategy	4 th quarter	Movement towards achieving Vaughan Vision 2020 objectives	3 additional FTEs.
3. Finalize Total Rewards Strategy	3 rd quarter	Movement towards achieving Vaughan Vision 2020 objectives	Existing Resources
2012 (Top 3 Objectives)			
1.Continue with implementation of Learning and Development Strategy	4 th quarter	Movement towards achieving Vaughan Vision 2020 objectives	Existing resources (see 2011 resource requirement)
2.Develop programs to support management consistency across the organization	4 th quarter	HR Strategy	1 additional HR Partner
3.Phase III development of HRIS	4 th quarter	HR Strategy	1 Contract FTE – Capital funding
Other			



2011-12 Business Plan

Key Performance Indicators

MEASURE#1 NUMBER OF LOST TIME INJURIES (LTIS) PER 100 FTES

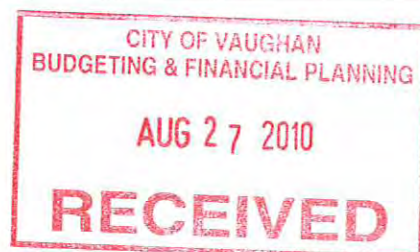


Key Conclusion:

The number of workplace accidents per 100 FTE is an indicator of the frequency of workplace lost time accidents. The industry average for 2009 was 1.90 Lost Time Injury per 100 FTEs and our frequency is well below the average at 1.780 LTIs per 100 FTEs. Our projected LTI rate for 2010 is expected around 1.6 LTIS per 100 FTEs which is still below the industry average.

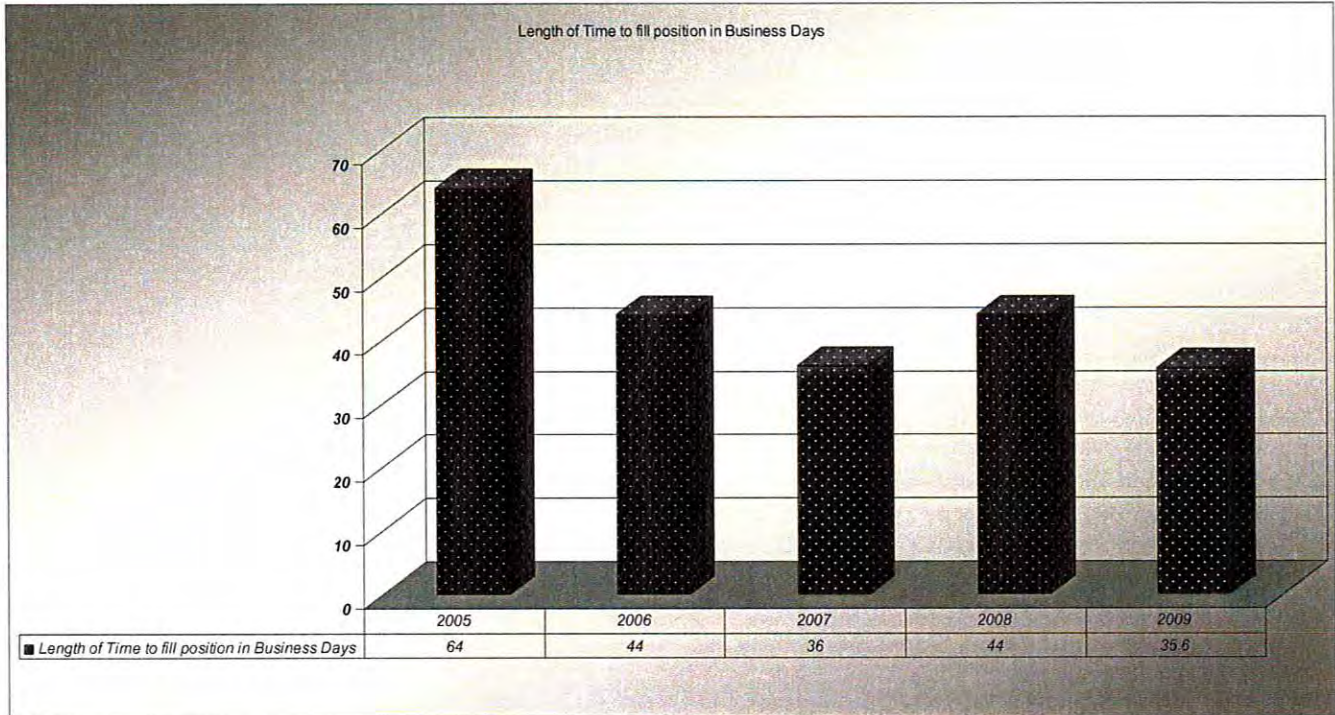
Notes about the Measure:

The number of workplace accidents per year that result in lost time is heavily influenced by each Department's effectiveness in Health and Safety. Human Resources staff partner with the business units to develop programs and procedures that safeguard our employees. We also assist the departments in providing appropriate workplace accommodations so that we can prevent or minimize the amount of lost time.



2011-12 Business Plan

MEASURE#2 NUMBER OF BUSINESS DAYS TAKEN TO FILL A POSITION



Key Conclusion:
 The average number of days it takes to fill a position has dropped from 2008 to 2009 by another 20%. This decrease is a reflection of the efforts of the Human Resources Partners working aggressively with the hiring departments to plan out the recruitment process and follow a disciplined process in achieving the desired outcomes.

Notes about the Measure:
 The measure is based on the day the request is approved by the Commissioner/City Manager to the day that an offer is made to the a potential candidate. The number of business days taken to fill a position is heavily dependent on the hiring department as they are responsible for completing a job description and being available for interviews. Human Resources staff manage the recruitment process and support the hiring department. We have also been tracking the various steps in the process over the past two years in order to identify gaps and develop practices and procedures to speed up the entire process. With the implementation of the next phase in the HRIS project we anticipate that the improved technology will speed up the approval and requisition process.

CITY OF VAUGHAN
 BUDGETING & FINANCIAL PLANNING

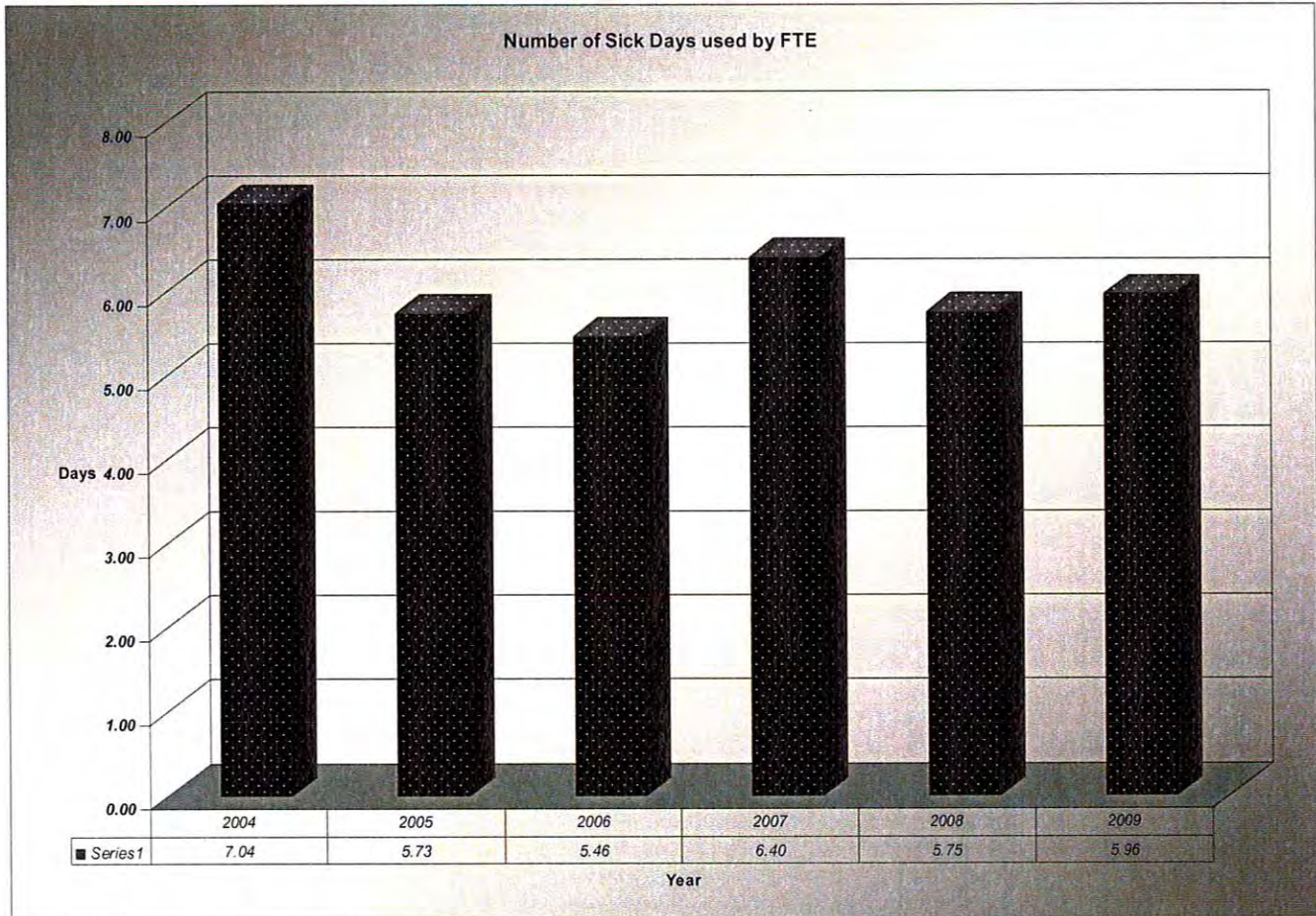
AUG 27 2010

RECEIVED

2011-12 Business Plan

CITY OF VAUGHAN
 BUDGETING & FINANCIAL PLANNING
 AUG 27 2010
RECEIVED

MEASURE#3 NUMBER OF DAYS LOST ON SICK TIME PER ANNUM



Key Conclusion:

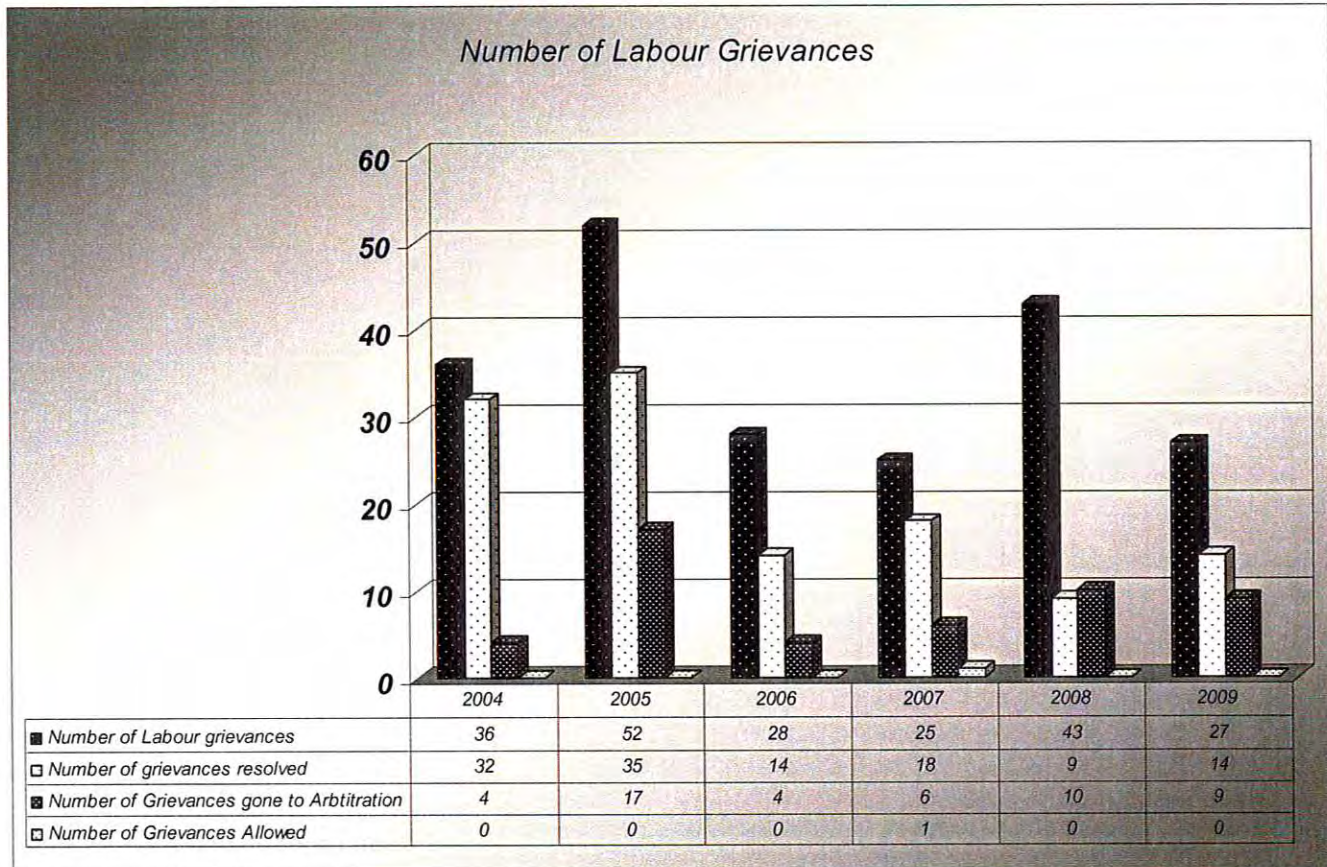
The number of sick days per FTE has increased slightly in 2009. In 2010 we revised the attendance management process in order to ensure that each department head is addressing their particular staff that require attention under our Attendance Management policy.

Notes about the Measure:

The measure is influenced by each department's effectiveness in managing absences. With the assistance and guidance from the Human Resources staff departments are able to address absences in a way that supports and assists employees to be present at work. We are taking a more aggressive approach to assisting employees in their return to work following an absence and to ensure that we have appropriate medical substantiation for the time off. As employee engagement improves we anticipate improved outcomes in this measure as well.

BUSINESS OVERVIEW:

MEASURE#4 NUMBER OF LABOUR GRIEVANCES

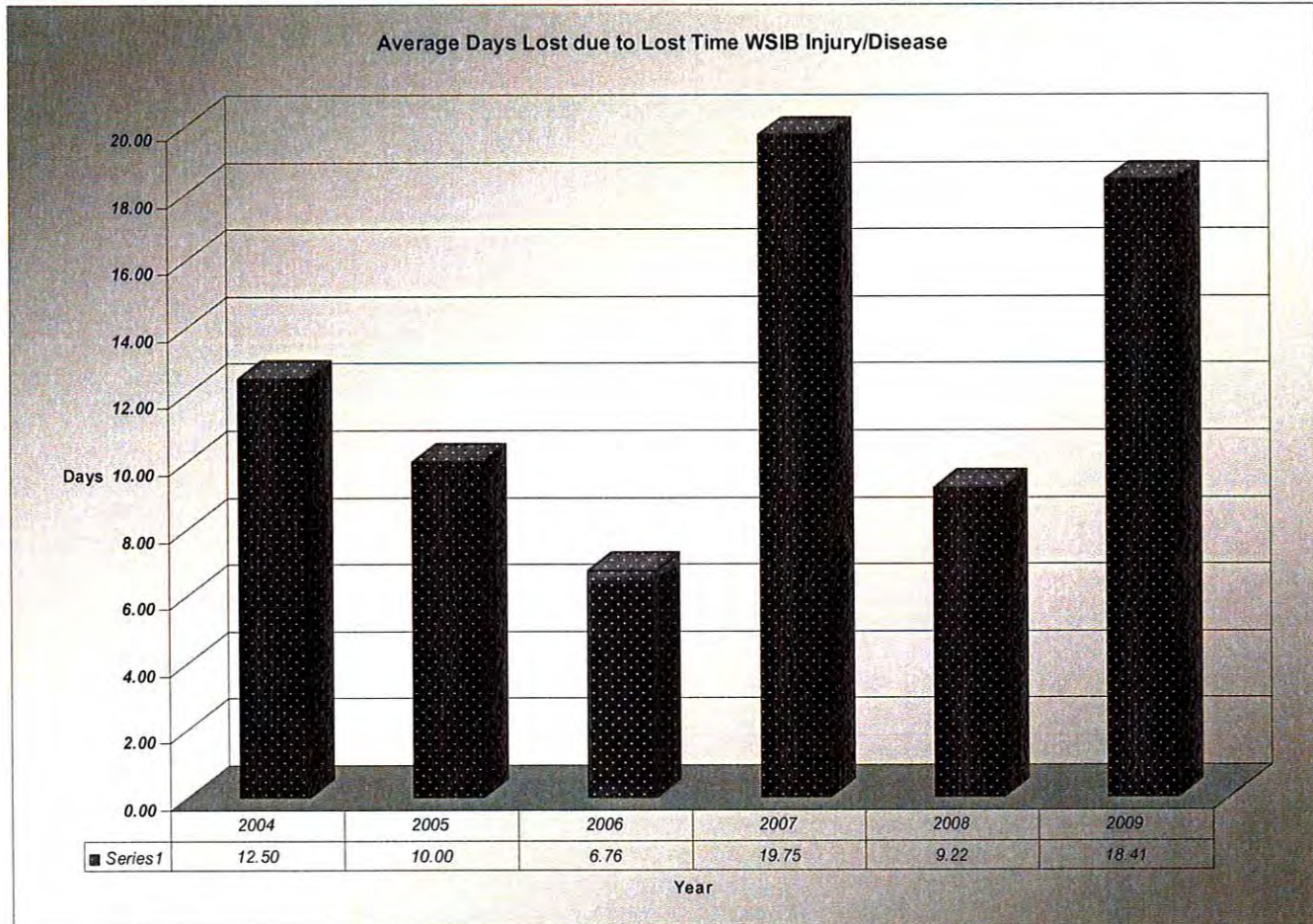


Key Conclusion: There has been a dramatic decrease in the total number of grievances in 2009 as compared to 2008. Approximately 62% less grievances in total. While more than half have been resolved some have gone on to arbitration where a mediated settlement was reached or they were withdrawn or denied.

Notes about the Measure:

The Human Resources Department assists Departments in resolving grievances before they go to arbitration. The number of grievances are influenced by each business department. If the issues are not resolved in a satisfactory way for both workplace parties, the number of grievances increases. HR plays a role in assisting departments resolve the grievances before they reach the arbitration level. Grievances filed are directly related to the collective bargaining process and how quickly or slowly the new agreement is settled. As well a number of grievances is influenced by how employees are managed. HR continues to provide training for managers and supervisors to assist them in their supervisory roles. It is of interest to note that annually many grievances are withdrawn by the employee/ union and many more are abandoned.

MEASURE#5 AVERAGE NUMBER OF LOST DAYS DUE TO A LOST TIME INJURY (WSIB)



Key Conclusion:

The number of lost days has increased in 2009 when compared to the rest of the years (except 2007) mainly due to one particular injury to an employee. Our 2009 average number of lost days (18.41 days) is well below the industry average of 124 days for the same year. We expect the average days lost to drop by over 20% in 2010 in part because of the one occurrence we had in 2009.

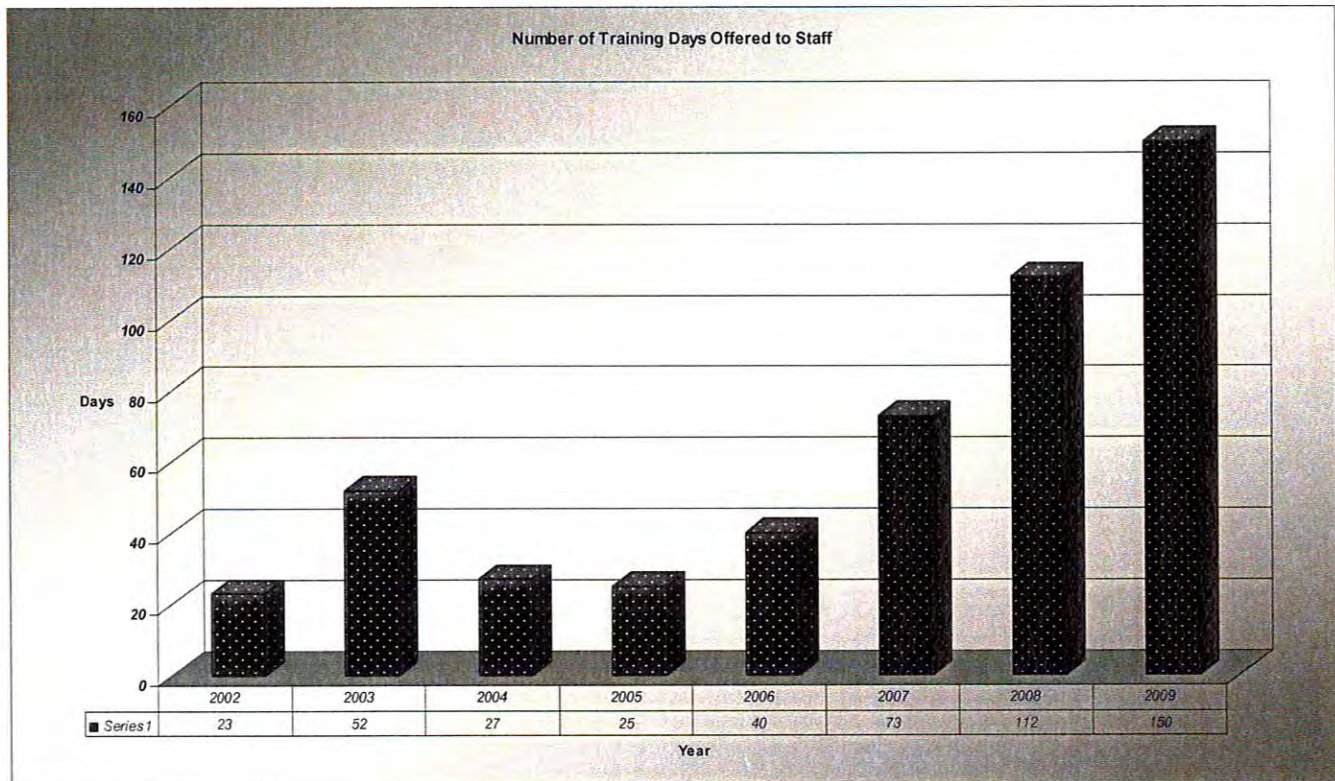
Notes about the Measure:

The average number of lost days due to a lost time injury is derived by dividing the total number of lost days by the number of lost time injuries in the particular year. The Human Resources department works with department supervisors and managers to assist injured employees in returning to work as early and safely as possible. In the years 2007 and 2009 we experienced more days lost mainly due to injuries from a particular group of employees. Unfortunately the injured employee group tends to be older with limited skills and limited in terms of their employability.

AUG 27 2011

RECEIVED

MEASURE#6 NUMBER OF TRAINING DAYS OFFERED



Key Conclusion:

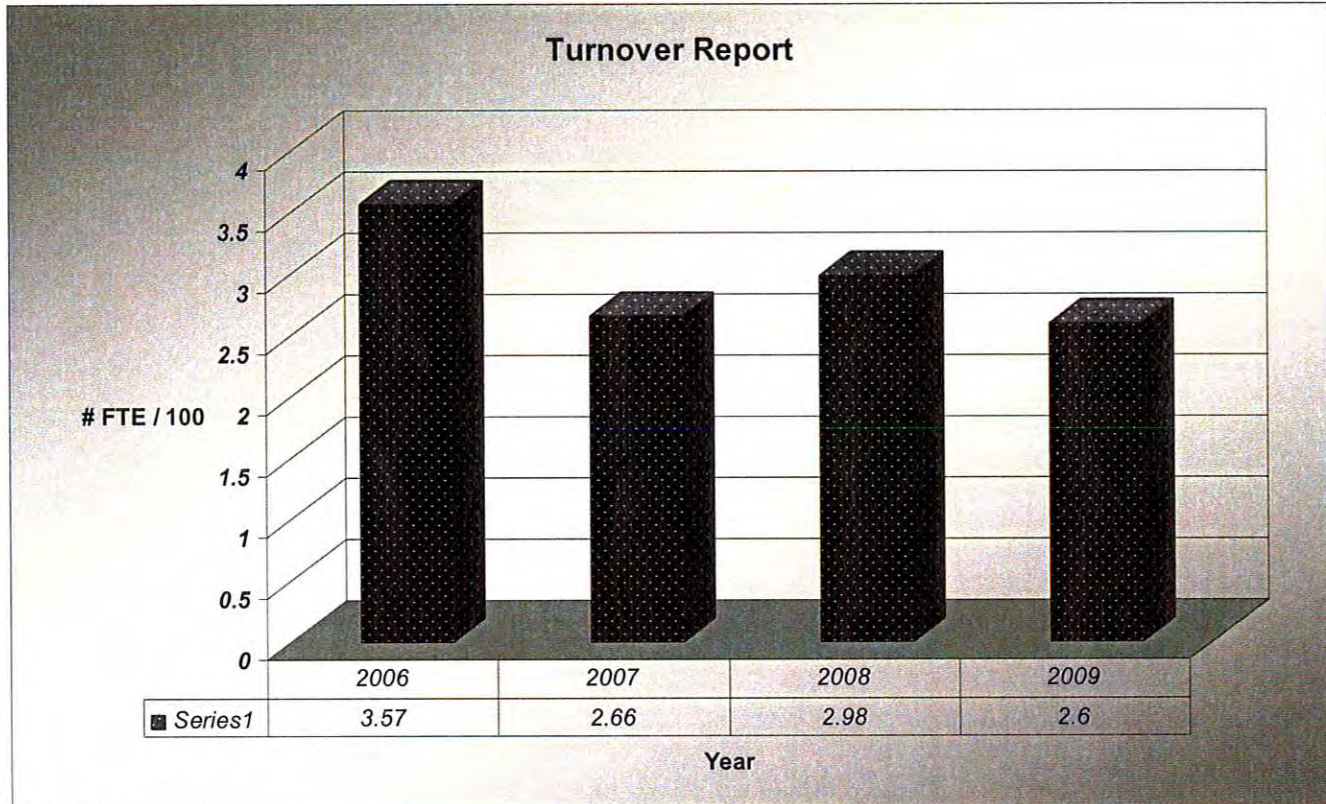
The number of training days has steadily increased over the past few years. In 2009 we scheduled and completed a total of 150 training days which included training on corporate policies, management and leadership training as well as accessibility training required by the new regulations. We continue to develop and provide training opportunities.

Notes about the Measure:

This measure tracks the number of training days offered to City staff. This includes workshops, seminars, courses on a wide variety of topics including, health and safety, wellness, communications, management and leadership skills.

We are also capturing training days by each employee.

MEASURE#7 TURNOVER RATIO



Key Conclusion:

Our voluntary turnover ratio in 2009 has decreased in comparison to 2008. In part this is due to higher levels of staff engagement. The municipal average is 4.1% as collected by OMBI survey which is consistent with our comparators.

Notes about the Measure:

The Human Resources Department tracks all voluntary departing employees and compares it to the total employees for the particular year. Our overall turnover is higher when we take into account involuntary terminations and deaths.

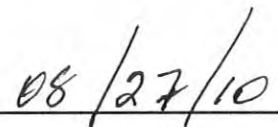
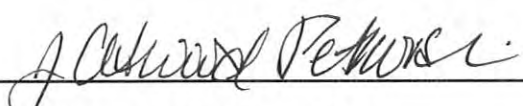
CITY OF VAUGHAN
 BUDGETING & FINANCIAL PLANNING
 AUG 27 2010
 RECEIVED

2011-12 Business Plan

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

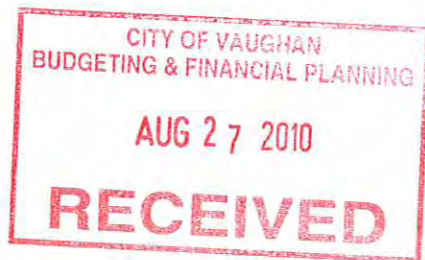
Human Resources staff continue to work towards enhancing the services we provide to customers including employees and departments. We are working on implementing several initiatives that are part of our HR Strategy to assist the organization in achieving employee excellence, management excellence and service excellence.

Our focus is to provide a comprehensive service to our clients in the most cost effective manner while at the same time minimizing the risk to the organization.



Commissioner Sign-off

Date (mm/dd/yy)





**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (If applicable)

Department **Business Unit Name**

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	-	-	-	-	-
Net FTE's	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	-	-	-	-	-
Other continuous costs	15,000	-	15,000	-	15,000
One-time expenses	-	-	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ 15,000
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

We are requesting an additional \$15,000 in our awards budget in order to continue with the annual employee recognition event. This year we recognize additional staff (part time non union) and also introduced the service excellence award and award recipients under the We Are Vaughan staff recognition program. The costs associated with the recognition event in 2010 were in excess of our approved budget by \$15,000.

The funding will allow us to continue with the annual event addressing all employees of the corporation, providing gifts and utilizing a similar format and venue as we did in 2010 and help the Corporation increase the employee engagement scores.

Milestones or Deliverables	Timelines	Comments
Plan Annual Service Recognition award	2/1/2011	
identify service excellence nominees	3/1/2011	
host the annual employee recognition event	6/1/2010	

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

All City departments participate in this event and also select nominees for the service excellence award. The additional funds are used to recognize all City VPL staff that reach a service milestone and/or achieve a service excellence award.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Awards
----------------------	---------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Monitor and update the HR program to	20	Ongoing	Ongoing	high	General Correlation	Staff Excellence	Value & Encour
Implement an HR Strategy	5	Ongoing	Q2/11	High	Mandatory	Staff Excellence	Value & Encour
Design an Entry Level Mentorship	34	n/a	Q4/11	Medium	Mandatory	Staff Excellence	Attract and Ret

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

The City has held the employee recognition event for a number of years. Each year more staff are recognized at particular service milestones. In addition staff we have increased the number of staff by including groups that were previously not included such as permanent part-time, non union part-time etc. In 2010 we also used the event to recognize staff that received an award through our We Are Vaughan program. This particular program was a very successful initiative in motivating staff and increasing their engagement. The funding is required to maintain our current service and it directly links to Vaughan Vision 2020 in terms of valuing, attracting and promoting a skilled workforce, and to our goal of Staff Excellence and Management Excellence.

Please relate request to Department Business Plan

The Human Resources Strategy was developed in 2009. One of our primary goals is to increase the employee level of engagement and this particular program / funding directly links to our business plan.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

Until 2010 there were a number of part time staff that had worked for the City for over 20 years without any formal recognition. This funding is very important in our efforts to recognize staff effectively and also in terms of being fair and consistent in recognizing all levels of staff regardless of their work status (full time, part time).

5) Alternatives

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

Unfortunately without the additional funding we will not be able to maintain the level of service and awards that we provide our staff which will be a detriment to the success of the program.

Should funding not be granted we will have to look at reducing the value of gifts, changing the venue to in-house, adjusting the format to eliminate alcohol and reduce food expenditures.

Request Title	Awards
----------------------	---------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

If we are not able to have the additional ARR – we will have difficulty in
 Attracting and retaining skilled staff
 Valuing and encouraging a highly motivated workforce
 Staff Development to ensure that the City of Vaughan has employees who are engaged in order to provide service excellence to the citizens of Vaughan

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.) _____

What are the compliance requirements? _____

Current status of compliance: _____

Comments

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc. _____

Current service level vs. target _____

Request Title	Awards			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	-
2	* Benefits	(See sect. 8&9)	-	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	Awards	90150.7445	15,000	
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		15,000	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-
2	<blank>			
3	<blank>			
Subtotal		-	-	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		15,000	-	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)		-	-
FTE's	(calculated field - sect. 8&9)		-	-
FTE reductions/offsets	(Manual Field)		-	-
Net FTE's	(calculated field - sect. 8&9)		-	-

Request Title	Awards			
8) 2011 Complement Details				
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.				
2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				
2011 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)		-	-	-
* Annual benefits (<i>calculated field</i>)		-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)		-	-	-
Subtotal	\$	- \$	- \$	- \$
Continuous costs	(BU & Acct #.)			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$	- \$	- \$	- \$
One-time costs	(BU & Acct #.)			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal		-	-	-
Total 2011 Complement Annual Costs	\$	- \$	- \$	- \$
Additional Comments:				

Request Title	Awards			
9) 2012 Complement Details				
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.				
2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				
2012 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	<i>(BU & Acct #.)</i>			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal	-	-	-	-
Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (If applicable)

Department **Business Unit Name**

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	1.00	-	1.00	-	1.00
Net FTE's	0.50	-	0.50	-	0.50
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	78,907	-	78,907	-	78,907
Other continuous costs	-	-	-	-	-
One-time expenses	-	-	-	-	-
Offsets/reductions	(33,595)	-	(33,595)	-	(33,595)
Net Operating Budget	\$ 45,312	\$ -	\$ 45,312	\$ -	\$ 45,312
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

We are requesting approval to increase our current Crossing Guard Coordinator from a 0.69 FTE to a full 1 FTE. The Crossing Guard Coordinator is responsible for day to day administration of the crossing guard program including supervision, training, hiring / terminating and payroll of over 89 crossing guards. The crossing guard program has grown over the years and as a result it requires a full time FTE to manage the program effectively. In order to provide quality service the coordinator manages a stand by list and fills vacancies due to guards calling in sick or being off for various reasons. In addition the coordinator performs spot checks to ensure compliance, addresses resident and school inquiries regarding issues. As you will recall in 2010 the crossing guard program came under scrutiny by a resident who was taking photographs of the guards and alleging that the City was wasteful by having guards in spots where they were not required. Earlier this year Council approved a change in the hours of coverage which will help address some of those perceptions. However, this is the type of resident concern we hope to anticipate and prevent by having a full time FTE manage the program.

In 1992 Human Resources had 16 full time staff and served 655 employees and 56 crossing guards. In 2010 the HR department has 13.5 staff a reduction of 15% service over 1000 employees and 89 crossing guards an increase of 52% and 59% respectively. In addition HR internal audit recommended that that additional resources are required in order to more appropriately manage the program. The City is also required to meet legal obligations under the Occupational Health and Safety Act in terms of providing a competent supervisor to be in charge of the guards and address health and safety hazards in the workplace.

Milestones or Deliverables	Timelines	Comments
Training of all Crossing Guards	Q3	
Effective allocation of stand by list	Q1-4	
Address inquiries from residents	Q1-4	
Perform routine spot checks	Q1-4	

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

HR works with the traffic engineers of Engineering Services to ensure appropriate allocation of resources as per Council's policy and are responsible for the pavement markups and determination of recommendations with regard to whether a guard is warranted.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	FT Crossing Guard Coordinator
----------------------	--------------------------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Implement an HR Strategy	5	Ongoing	Q2/11	High	General Correlation	Staff Excellence	Value & Encour

--	--	--	--	--	--	--	--

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

The City's Mission through the Vaughan Vision 2020 is Citizens First through Service Excellence. The Crossing Guard Coordinator position is an integral part of the Crossing Guard program providing service excellence to our Citizens. By having a full time Crossing Guard Coordinator we are better able to manage the day to day administration of this program and service our citizens. It enables us to proactively identify issues and recommend solutions. It allows us to address citizens inquiries in a timely manner and to manage a diverse workforce of over 89 guards effectively and efficiently. In addition HR internal audit recommended that that additional resources are required in order to more appropriately manage the program.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

One of the key performance indicators is the number of Lost Time Injuries and the duration of lost time for each of the injuries. This program has 89 guards whose average age is approximately 73 years. The Crossing Guard Coordinator reviews all workplace injuries and completes accident investigation reports. She also, recommends preventative action and works with our HR partner, Workplace Health and Safety to provide appropriate instructions and procedures to prevent workplace injuries. The role the Coordinator plays is very significant in preventing workplace injuries and managing cases of absence in an effort to accommodate injured or ill employees.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

As indicated earlier this program offers a significant service to the citizens of Vaughan and it encompasses the entire geographic boundaries of the City. Any issues around covering an absent employee or complaints from a parent regarding the effectiveness of a guard are most of the time escalated to a member of council. We want to be able provide our citizens with qualified guards, minimize vacancies and absences and prevent issues and complaints before they materialize. To do so, we require a dedicated coordinator that will oversee this program on a full time basis. A full time Coordinator will be able to in addition to their current duties:

- perform spot checks throughout the community.
- Liaise with school principals and get feedback on the guards performance
- Enhance our relationships with both the schools / guards and our citizens.
- Resolve issues and complaints in an expeditious manner.

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

The ratio of guards to supervisor is already at 89: to a .5 of an FTE which is not conducive to effectively managing the size of the team. A full FTE is the logical option in this particular case in achieving both service excellence and also meeting legislative compliance. The risks with keeping status quo include, increase risk of litigation, increase in complaints from parents or schools administrators, potential public image issues with guards being photographed on the job etc.

There are also media implications with regard to how effectively the program is administered.

Request Title	FT Crossing Guard Coordinator
----------------------	--------------------------------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

If we are not able to have the increase to a full FTE we will have difficulty in attracting and retaining skilled guards and retaining a coordinator. Valuing and encouraging a highly motivated workforce. There are Health and Safety impacts as we are required to have a competent supervisor in charge of the crossing guard workforce.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.) Occupational Health and Safety Act, Human Rights code.

What are the compliance requirements? Offer a safe work Comments
Occupational Health and Safety Act, Human Rights Code, Employment Standards Act 2000, Accessibility for Ontarians with Disabilities Act.

Current status of compliance: We are currently complying with regular requirements but we are unable to effectively oversee the program

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Any critical injuries to a crossing guard require a complete and thorough investigation and we need to report to the Ministry of Labour. With the size of the crossing guard team, the adverse weather conditions and the aging demographics there are challenges we have faced each 0.5 year with workplace injuries.

Probability of Risk Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

The crossing guard program is a high priority for our residents and their expectation is that the City will manage as

Current service level vs. target

Request Title	FT Crossing Guard Coordinator			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	62,874	-
2	* Benefits	(See sect. 8&9)	16,033	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		78,907	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-
2	<blank>			
3	<blank>			
Subtotal		-	-	-
OFFSETS - cost savings, reductions, etc				
1	0.50FTE PT Crossing Guard		(30,625)	
2	PT Benefits		(2,970)	
3	<blank>			
Subtotal		(33,595)	-	-
TOTAL OPERATING BUDGET CHANGE		45,312	-	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	1.00	-	
FTE's	(calculated field - sect. 8&9)	1.00	-	
FTE reductions/offsets	(Manual Field)	0.50	-	
Net FTE's	(calculated field - sect. 8&9)	0.50	-	

Request Title	FT Crossing Guard Coordinator
---------------	-------------------------------

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title	Crossing Guard Coordinator			
Estimated start date (dd-mm-yy to dd-mm-yy)	1/1/2011			
# 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 term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code	90153 . 7010			
Grade level	4			
Est. starting step	3			

2011 Complement Annual Cost Detail

Annual full-time \$	62,874			62,874
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)		-	-	-
* Annual benefits (<i>calculated field</i>)	16,033		-	16,033
* FT contract benefits in lieu (<i>calculated field</i>)			-	-
Subtotal	\$ 78,907	\$ -	\$ -	\$ 78,907

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.	90001.7211				-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2011 Complement Annual Costs	\$ 78,907	\$ -	\$ -	\$ 78,907
---	------------------	-------------	-------------	------------------

Additional Comments:

Request Title	FT Crossing Guard Coordinator
---------------	-------------------------------

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
---	-------------	-------------	-------------	-------------

Additional Comments:



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (If applicable)

Department **Business Unit Name**

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	-	-	-	-	-
Net FTE's	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	-	-	-	-	-
Other continuous costs	50,000	-	50,000	-	50,000
One-time expenses	-	-	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 50,000
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

We are requesting an additional \$50,000 in our professional fees budget in order to conduct an Employee Engagement Survey. The survey is an important tool for the City to be able to measure how we are being perceived by our employees, where we have improved and where we need to focus our attention for further improvement.

Milestones or Deliverables	Timelines	Comments
Conduct the employee survey	Q1 2011	
Review results	Q2 2011	
Communicate results to staff	Q2 2011	
Implement recommendations for improvement	Q3 2011	

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

The survey assesses the level of employee engagement in all City departments.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Professional Fees - Engagement Survey
----------------------	--

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Monitor and update the HR program to	20	Ongoing	Ongoing	high	General Correlation	Staff Excellence	Value & Encour
Implement an HR Strategy	5	Ongoing	Q2/11	High	Mandatory	Staff Excellence	Value & Encour
Design an Entry Level Mentorship	34	n/a	Q4/11	Medium	Mandatory	Staff Excellence	Attract and Ret

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

The City's HR Strategy is focused on increasing the Employee Level of Engagement by 25%. In order to measure the level of engagement HR has partnered with an outside HR consulting firm to conduct engagement surveys every couple of years. The survey provides valuable feedback to the organization in helping us address areas that require improvement. By improving particular areas of concern we are closer to meeting our Vaughan Vision 2020, "Staff Excellence" and "Management Excellence" and in the intervening year we require the assistance of a consult/expert to assist us in development of programs to address the trends raised in the survey.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The Human Resources Strategy was developed in 2009. One of our primary goals is to increase the employee level of engagement and this particular program / funding directly links to our business plan.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

In order to measure the level of engagement in an effective and impartial way HR requires the services of an HR consulting firm that specializes in this field of work. The results are compared against industry benchmarks and prior years to provide us with an overview of how we compare against other organizations in our field and our previous results.

5) Alternatives

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

Unfortunately without the additional funding we will not be able to measure employee engagement and without the feedback we will not know if our efforts are concentrated on the right things and whether we are improving employee engagement. .

Request Title	Professional Fees - Engagement Survey
----------------------	--

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

If we are not able to have the additional ARR – we will have difficulty in attracting and retaining skilled staff valuing and encouraging a highly motivated workforce, increasing employee engagement and enhancing productivity.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Current status of compliance:

Comments

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Probability of Risk Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

Request Title	Professional Fees - Engagement Survey			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	-
2	* Benefits	(See sect. 8&9)	-	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	Professional Fees	90150. 7520	50,000	
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		50,000	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-
2	<blank>			
3	<blank>			
Subtotal		-	-	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		50,000	-	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)		-	-
FTE's	(calculated field - sect. 8&9)		-	-
FTE reductions/offsets	(Manual Field)		-	-
Net FTE's	(calculated field - sect. 8&9)		-	-

Request Title	Professional Fees - Engagement Survey
----------------------	--

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date <small>(dd-mm-yy to dd-mm-yy)</small>				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term <small>(dd-mm-yy to dd-mm-yy)</small>				
Business unit # and object code				
Grade level				
Est. starting step				

2011 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay <i>(calculated field)</i>	-	-	-	-
* Annual benefits <i>(calculated field)</i>	-	-	-	-
* FT contract benefits in lieu <i>(calculated field)</i>	-	-	-	-
Subtotal	\$	- \$	- \$	- \$

Continuous costs	<i>(BU & Acct #.)</i>				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$	- \$	- \$	- \$

One-time costs	<i>(BU & Acct #.)</i>				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2011 Complement Annual Costs	\$	- \$	- \$	- \$	- \$
---	-----------	-------------	-------------	-------------	-------------

Additional Comments:

Request Title	Professional Fees - Engagement Survey
----------------------	--

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay <i>(calculated field)</i>	-	-	-	-
* Annual benefits <i>(calculated field)</i>	-	-	-	-
* FT contract benefits in lieu <i>(calculated field)</i>	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
---	-------------	-------------	-------------	-------------

Additional Comments:



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary 2 FT Learning and Development Specialists & 1 L&D coordinator
(If applicable)
Department Human Resources **Business Unit Name** Learning and Development Team

Request Title 2 FT Learning and Development Specialists & 1 L&D coordinator
Originally submitted as a 2011 ARR. Partially moved to 2012 during Prioritization process.

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	1.00	2.00	3.00	-	3.00
Net FTE's	1.00	2.00	3.00	-	3.00
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	87,175	161,036	248,210	-	248,210
Other continuous costs	1,000	2,000	3,000	-	3,000
One-time expenses	1,200	1,200	2,400	(2,400)	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 89,375	\$ 164,236	\$ 253,610	\$ (2,400)	\$ 251,210
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

The Learning & Development Specialists will allow us to implement the learning & development strategy and meet the Vaughan Vision 2020 indicatives :

- Standardize a focused Corporate Learning approach
- Encourage and support lifelong learning
- Promote temporary secondments
- Introduce mentorship programs

These positions will assist the City in pursuit of its vision and mission by:

- provide meaningful learning opportunities
- provide accessible and high quality learning which meet the employee's lifelong learning needs
- provide a trusting, caring, respectful, fair and inclusive environment which support learning & development
- create programs that attract, develop and promote the best talent

Staff, leadership and management development programs will have an impact on both leader and staff engagement. The L & D programs will create a corporate learning curriculum supporting lifelong learning and the creation of a learning culture at Vaughan.

Milestones or Deliverables	Timelines	Comments
Executive coach to provide ad hoc coaching to SMT	Q1-4	
Run one offering of the Leadership and Management Dev.	Q2	Max attendance capped at 20 participants
Run one offering of Certificate in Management Excellence	Q3	Max attendance capped at 80 participants
Run one offering of Developing Future Leaders	Q4	Max attendance capped at 20 participants

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

To ensure Best Practices in IT, we will partner with ITM to deliver IT programs to ensure staff is always trained with the most current programs which will assist them with service delivery. Employees from all areas will be able to participate in learning opportunities and will result in increased engagement allowing for increased productivity.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	2 FT Learning and Development Specialists & 1 L&D coordinator
	Originally submitted as a 2011 ARR. Partially moved to 2012 during Prioritization process.

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Review the Corporate learning	27	Ongoing	Q2/11	Medium	Mandatory	Staff Excellence	Attract and Ret
Implement an HR Strategy	5	Ongoing	Q2/11	High	Mandatory	Staff Excellence	Value & Encour
Design an Entry Level Mentorship	34	n/a	Q4/11	Medium	Mandatory	Staff Excellence	Attract and Ret

* Select either - General Correlation or Mandatory for Success from drop box

L & D Strategy is the next level of strategy below the Human Resources Strategy. Data was reviewed from various sources (Employee Engagement Survey, Training Needs Analysis, Recognition Survey, City of Vaughan Strategic Plan as well as analyzed best practices in employee learning & development. There is a constantly changing and evolving municipal environment. Need to increase the skill set of our staff base to keep up with the ever changing demands and needs of our citizens. Ongoing learning & development is a shared responsibility including staff, managers and Corporation. The L & D strategy was presented to SMT and approved in principle in March 2010. The L & D programs would enhance employee engagement, support the achievement of VV 2020 strategic initiatives and the achievement of the HR strategic initiatives. We need a formalized program to assist with the development of being recognized as an Employer of Choice. Vaughan Vision Statement is - A city of choice that promotes diversity, innovation and opportunity for all citizens, fostering a vibrant community. Our L & D Vision is promote Employer of Choice initiatives relating to lifelong learning in an open, challenging and inclusive environment encouraging individual, departmental and corporate-wide development inspired by shared values. The L & D strategy supports learning throughout an employee's career and different learning support is required at each stage of an employee's career. Creating a Lifelong Learning Organization will encourage and support employee to continuously develop in order to provide excellence in service delivery to the citizens of Vaughan; grow a talent pool and retain employees; facilitate access to learning opportunities to build and sustain a competitive advantage and enhance employee engagement.

The Human Resources Strategy was developed in 2009. The Learning & Development Strategy is developed to represent the next level of strategy below the HR Strategy and was approved in principle in March of 2010.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

An RFI was conducted with 24 external training providers submitting info – 12 firms are able to develop and deliver the proposed program in its entirety with an average minimal cost of \$185,000 to develop, review and deliver

If we create a L & D team to include 2 Learning & Development Specialists and a Learning & Development administrator we will be able to build capacity internally to offer the Corporate internal consultancy, facilitation and evaluation on L & D initiatives at a total cost approximately of \$183,000. As well adding staff is a more cost-effective way in the long term to be able to create and sustain lifelong learning and a learning culture at the City of Vaughan.

5) Alternatives

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

We can continue to offer programs in an un-structured manner from various training providers which would not allow us to meet Initiative # 21 – standardize a focused corporate learning approach and likely not be able to achieve an improve level of employee engagement. Also, it will not encourage lifelong learning and will not promote temporary secondments and will delay the implementation of the mentorship program. The program will lack consistency in application and development as the same individuals will not be involved at all stages throughout all programs.

Request Title	2 FT Learning and Development Specialists & 1 L&D coordinator
	Originally submitted as a 2011 ARR. Partially moved to 2012 during Prioritization process.

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

If we are not able to have the additional ARR – we will have difficulty in
 Attracting and retaining skilled staff
 Valuing and encouraging a highly motivated workforce
 Staff Development to ensure that the City of Vaughan has employees who are trained in order to provide service excellence to the citizens of Vaughan. It will also impact the organization's ability to increase engagement and enhance existing capacity.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.) _____

What are the compliance requirements? _____

Current status of compliance: _____

Comments

Occupational Health and Safety Act, Human Rights Code, Employment Standards Act 2000, Accessibility for Ontarians with Disabilities Act.

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

<p>Probability of Risk</p> <p><input checked="" type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High</p>

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

Request Title	2 FT Learning and Development Specialists & 1 L&D coordinator			
	Originally submitted as a 2011 ARR. Partially moved to 2012 during Prioritization process.			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	69,462	127,806
2	* Benefits	(See sect. 8&9)	17,713	33,230
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	1,000	2,000
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal			88,175	163,036
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	1,200	1,200
2	<blank>			(2,400)
3	<blank>			
Subtotal			1,200	1,200
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal			-	-
TOTAL OPERATING BUDGET CHANGE			89,375	164,236
TOTAL OPERATING BUDGET CHANGE			89,375	164,236
TOTAL OPERATING BUDGET CHANGE			89,375	164,236
ASSOCIATED CAPITAL FUNDING				
1	<blank>	Proj. #		
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)		1.00	2.00
FTE's	(calculated field - sect. 8&9)		1.00	2.00
FTE reductions/offsets	(Manual Field)		-	-
Net FTE's	(calculated field - sect. 8&9)		1.00	2.00

Request Title	2 FT Learning and Development Specialists & 1 L&D coordinator			
	Originally submitted as a 2011 ARR. Partially moved to 2012 during Prioritization process.			
8) 2011 Complement Details				
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.				
2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Learning and Development Specialist			
Estimated start date (dd-mm-yy to dd-mm-yy)	1/1/2011			
# 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 term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code	90150 . 7010			
Grade level	6			
Est. starting step	1			
2011 Complement Annual Cost Detail				
Annual full-time \$	69,462			69,462
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	17,713	-	-	17,713
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 87,175	\$ -	\$ -	\$ 87,175
Continuous costs	(BU & Acct #.)			
1) Computer equip.	90150.7211.01			-
2) Supplies	90001.72	300		300
3) Cell Phone / Blackberry	90150.7122	700		700
4) <blank>				-
Subtotal		\$ 1,000	\$ -	\$ 1,000
One-time costs	(BU & Acct #.)			
1) Computer equip.	90001.7211	1,200		1,200
2) Office equip.				-
3) Other				-
Subtotal		1,200	-	1,200
Total 2011 Complement Annual Costs	\$ 89,375	\$ -	\$ -	\$ 89,375
Additional Comments:				

Request Title	2 FT Learning and Development Specialists & 1 L&D coordinator			
	Originally submitted as a 2011 ARR. Partially moved to 2012 during Prioritization process.			
9) 2012 Complement Details				
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.				
2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title		Learning and Development Specialist	Learning and Dev Coordinator	
Estimated start date		1/1/2012	1/1/2012	
# of positions requested		1.00	1.00	2.00
Full-time equivalents (FTEs)		1.00	1.00	2.00
Position type		Full-time	Full-time	
Position agreement classification		Mgmt/Non-union	Mgmt/Non-union	
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #		90150 . 7010	90150 . 7010	
Grade level		6	3	
Est. starting step		1	1	
2012 Complement Annual Cost Detail				
Annual full-time \$		72,977	54,829	127,806
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	18,974	14,256	33,230
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ -	\$ 91,951	\$ 69,085	\$ 161,036
Continuous costs	(BU & Acct #.)			
1) Computer equip.	90150.7211.01			-
2) Supplies	90001.72	300	300	600
3) Cell Phone / Blackberry	90150.7122	700	700	1,400
4) <blank>				-
Subtotal	\$ -	\$ 1,000	\$ 1,000	\$ 2,000
One-time costs	(BU & Acct #.)			
1) Computer equip.	90150.7211.01	1,200	1,200	2,400
2) Office equip.				-
3) Other				-
Subtotal	-	1,200	1,200	2,400
Total 2012 Complement Annual Costs	\$ -	\$ 94,151.02	\$ 71,284.54	\$ 165,436
Additional Comments:				



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary

Department **Business Unit Name** (If applicable)

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	-	101,141	101,141	-	101,141
Other continuous costs	-	1,000	1,000	-	1,000
One-time expenses	-	1,200	1,200	(1,200)	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ -	\$ 103,341	\$ 103,341	\$ (1,200)	\$ 102,141
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

We are requesting an additional full time permanent FTE for the position of Human Resources Partner to join us effective January 1, 2012.

The purpose of this additional request is to assist our department in servicing our departments. We anticipate that by 2012 in addition to the City's increasing workforce we will likely be inheriting more clients from Vaughan Public Libraries which will require additional resources to service them effectively.

In 1992 Human Resources had 16 full time staff and served 655 employees and 56 crossing guards. In 2010 the HR department has 13.5 staff a reduction of 15% service over 1000 employees and 89 crossing guards an increase of 52% and 59% respectively. In addition HR internal audit recommended that that additional resources are required in order to more appropriately manage the program

Milestones or Deliverables	Timelines	Comments
Hiring of new HR partner	1/1/2012	
Training	2/1/2012	
Assignment of Caseload	3/1/2012	

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

The HR partner will assigned a client caseload. Involving support of one or more commissions in all activities as a generalist.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	1 Human Resources Partner
----------------------	----------------------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Implement an HR Strategy	5	Ongoing	Q2/11	High	Mandatory	Staff Excellence	Value & Encour
Design an Entry Level Mentorship	34	n/a	Q4/11	Medium	Mandatory	Staff Excellence	Attract and Ret

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

This request directly links to Vaughan Vision 2020 goal of "Staff Excellence" .In order to attract, retain and promote skilled staff we require the appropriate resources to deliver services and programs. It will also help us in supporting the professional development of staff and value and encourage a highly motivated workforce.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The HR Business plan includes a number of initiatives that flow directly from the HR strategy. It includes developing a leadership succession model, reducing the number of days it takes to fill a position, dealing with labour relations issues and investigating complaints etc. This individual will be responsible for dealing directly with departments and training, advising and supporting management decisions to ensure consistency across the organization.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

The current ratio of HR Staff to total City employees currently stands at .87 HR FTEs per 100 City FTEs. The ideal ratio is at least 1 HR FTE per 100 City FTEs.

In 2012 with the increase in City staff and providing full HR services to VPL partners the ratio will drop to .75 FTE per 100 City FTEs.

In order to provide effective services to our clients the HR department should be staffed at 16 FTEs to support a minimum ratio of 1 HR FTE per 100 City FTEs.

Many of the services that the additional HR partner will handle include, recruitment, labour relations, succession planning, investigations, discipline, attendance managements and support etc.

5) Alternatives

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

We may continue to offer services with our existing complement however, the difficulty will be in maintaining services to our clients and being proactive in addressing potential problems before they become bigger issues. The number of days to fill a position will increase, the number of labour grievances will increase and also there will be an increase in inconsistency in the application of management decisions resulting in more staff complaints as support is not available.

Request Title	1 Human Resources Partner
----------------------	----------------------------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

Our existing staff will take the burden of the extra work. In addition our clients will suffer from not receiving adequate services. The probability of litigation from employees increases also when departments are not serviced appropriately by human resources staff.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.) asdasd

What are the compliance requirements? asdasd a

Comments

Occupational Health and Safety Act, Human Rights Code, Employment Standards Act 2000, Accessibility for Ontarians with Disabilities Act.

Current status of compliance: _____

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Probability of Risk Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

Request Title	1 Human Resources Partner			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	80,271
2	* Benefits	(See sect. 8&9)	-	20,870
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	1,000
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		-	102,141	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	1,200
2	<blank>			(1,200)
3	<blank>			
Subtotal		-	1,200	(1,200)
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		-	103,341	(1,200)
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	-	1.00	
FTE's	(calculated field - sect. 8&9)	-	1.00	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	-	1.00	

Request Title	1 Human Resources Partner
---------------	---------------------------

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				

2011 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)		-	-	-
* Annual benefits (<i>calculated field</i>)		-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)		-	-	-
Subtotal	\$	-	\$	-

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$	-	\$	-

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2011 Complement Annual Costs	\$	-	\$	-	\$	-
---	-----------	----------	-----------	----------	-----------	----------

Additional Comments:

Request Title	1 Human Resources Partner
---------------	---------------------------

9) 2012 Complement Details

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.

2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Human Resources Partner			
Estimated start date	1/1/2012			
# 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 term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #	90150 . 7010			
Grade level	7			
Est. starting step	1			

2012 Complement Annual Cost Detail

Annual full-time \$	80,271			80,271
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	20,870	-	-	20,870
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 101,141	\$ -	\$ -	\$ 101,141

Continuous costs	(BU & Acct #.)				
1) Computer equip.	90153.7211.01				-
2) Cellular / blackberry	90153.7122	700			700
3) Supplies	90001. 7200	300			300
4) <blank>					-
Subtotal		\$ 1,000	\$ -	\$ -	\$ 1,000

One-time costs	(BU & Acct #.)				
1) Computer equip.	90153.7211.01	1,200			1,200
2) Office equip.					-
3) Other					-
Subtotal		1,200	-	-	1,200

Total 2012 Complement Annual Costs	\$ 103,341	\$ -	\$ -	\$ 103,341
---	-------------------	-------------	-------------	-------------------

Additional Comments:



2011-12 DRAFT OPERATING BUDGET

COMMISSIONER OF
COMMUNITY SERVICES

➤ FINANCIAL SUMMARY

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011		2011		2011		Budget 2012	2012 Inc/(Dec)	2012 Account Reallocati on	2012 Total Budget	
				Budget 2011	Inc/(Dec)	Account Reallocati on	2011 Total Budget Variance	\$	%				\$	%
201 - Commissioner of Commt. Serv.														
Revenue														
3522 Trsf. fm Res. & Res. Funds	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
3524 Trsf. from Capital Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
3574 Rev. from Recover. Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
3618 Dept. Misc. Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
3620 Environmental Assmt. Fees	(15,000)	(8,377)	(15,000)	(15,000)	0	0	0	0	0	(15,000)	0	0	0	0.00%
Revenue	(15,000)	(8,377)	(15,000)	(15,000)	0	0	0	0	0	(15,000)	0	0	0	0.00%
Labour Accounts														
7010 Full Time	256,079	268,575	267,928	274,998	7,070	0	7,070	0	7,070	286,052	11,054	0	11,054	4.02%
7012 Overtime	0	0	4,500	4,635	135	0	135	0	135	4,695	60	0	60	1.29%
7015 Part Time	27,805	39,937	48,285	48,172	(113)	0	(113)	0	(113)	48,515	343	0	343	0.71%
7017 Benefits	67,885	67,313	73,966	75,795	1,829	0	1,829	0	1,829	80,103	4,308	0	4,308	5.68%
Labour Account Subtotal	351,769	375,825	394,679	403,600	8,921	0	8,921	0	8,921	419,365	15,765	0	15,765	3.91%
Non Labour Accounts														
7100 Mileage	135	792	900	900	0	0	0	0	0	900	0	0	0	0.00%
7103 407-ETR Toll Charges	329	309	980	980	0	0	0	0	0	980	0	0	0	0.00%
7105 Memberships/Dues/Fees	1,586	701	1,300	1,300	0	0	0	0	0	1,300	0	0	0	0.00%
7110 Meals & Meal Allowances	28	1,765	630	630	0	0	0	0	0	630	0	0	0	0.00%
7115 Training & Development	1,879	36	785	785	0	0	0	0	0	785	0	0	0	0.00%
7120 Telephone Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7122 Cellular Telephones	1,414	1,169	2,500	2,500	0	0	0	0	0	2,500	0	0	0	0.00%
7125 Subscriptions/Publications	192	117	400	400	0	0	0	0	0	400	0	0	0	0.00%
7130 Seminars & Workshops	803	546	1,470	1,470	0	0	0	0	0	1,470	0	0	0	0.00%
7135 Advertising	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7140 Promotion & Education	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7200 Office Supplies	849	612	980	980	0	0	0	0	0	980	0	0	0	0.00%
7205 Computer Supplies	624	321	830	830	0	0	0	0	0	830	0	0	0	0.00%
7210 Office Equip. & Furniture	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7211 Computer Hardware/Software	0	0	490	490	0	0	0	0	0	490	0	0	0	0.00%
7220 Copier/Fax Lease Charges	4,520	5,140	5,590	5,590	0	0	0	0	0	5,590	0	0	0	0.00%
7222 Printing	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7315 Preventative Mtce. A	(1,373)	2,624	4,100	600	0	(3,500)	(3,500)	0	(3,500)	600	0	0	0	0.00%
7330 Materials and Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7333 Contract Services	7,244	4,926	0	0	0	0	0	0	0	0	0	0	0	0.00%
7335 Small Tools and Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7410 Rental, Leases - Equipment	5,181	2,905	0	0	0	0	0	0	0	0	0	0	0	0.00%
7415 Rental, Leases - Vehicles	4,591	6,533	10,320	8,370	(1,950)	0	(1,950)	0	(1,950)	8,370	0	0	0	0.00%
7520 Professional Fees	18,754	21,083	90,000	25,000	(65,000)	0	(65,000)	0	(65,000)	25,000	0	0	0	0.00%
7560 Gas/Diesel - Vehicles	0	24	0	3,500	0	3,500	3,500	0	3,500	3,500	0	0	0	0.00%

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011 Inc/(Dec)	2011 Account Reallocati on	2011 Total Budget Variance	Budget 2012	2012 Inc/(Dec)	2012 Account Reallocati on	2012 Total Budget Variance
7630 Wireless/Internet Commun.	0	0	1,100	1,100	0	0	0.00%	1,100	0	0	0.00%
7696 GST Adjustment 2004	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7698 Grouped Expenses	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7699 Sundry Expenses	69,287	72,385	94,325	94,325	0	0	0.00%	94,325	0	0	0.00%
7700 Chgs. from Other Depts.	40,228	27,305	0	0	0	0	0.00%	0	0	0	0.00%
7770 Trsf. to Capital Fund	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7780 Trsf. to Reserves-Insurance	2,195	2,645	2,645	3,150	505	0	19.09%	3,350	200	0	6.35%
7790 Trsf. to, from Expend Res	74,500	47,660	0	0	0	0	0.00%	0	0	0	0.00%
Non Labour Account Subtotal	232,966	199,598	219,345	152,900	(66,445)	0	-30.29%	153,100	200	0	0.13%
Total Expense	584,735	575,423	614,024	556,500	(57,524)	0	-9.37%	572,465	15,965	0	2.87%

2011 Budget Variance Comments

Full Time	Increase due to pro-rated progression and economic adjustment
Overtime	Increase due to union agreement rate changes
Benefits	Increase in relation to salaries increase
Preventative Mtce. A	Reallocated to Gas/Diesel - Vehicles
Rental, Leases – Vehicles	Decrease to adjust budget to actual lease charges, includes effect of HST implementation.
Professional Fees	Reduction of \$65k in base as part of budget saving initiative.
Gas/Diesel - Vehicles	Reallocated from Preventative Mtce. A
Trans. To Reserves – Insurance	Allowable increase to fund City insurance cost

2012 Budget Variance Comments

Full Time	Increase due to pro-rated progression and economic adjustment
Overtime	Increase due to union agreement rate changes
Part Time	Increase due to pro-rated progression and economic adjustment
Benefits	Increase in relation to salary changes and increase as per Guidelines
Trans. To Reserves – Insurance	Allowable increase to fund City insurance cost

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Account Reallocati on		2011 Total Budget Variance		Budget 2012	2012 Account Reallocati on		2012 Total Budget Variance	
						Inc/(Dec)					Inc/(Dec)			
202 - Commty. Grants & Advisory Comm Revenue														
3574 Rev. from Recover. Expenses	(8,732)	(8,263)	(9,000)	(9,000)	0	0	0	0	0.00%	0	9,000	0	9,000	-100.00%
3618 Dept. Misc. Revenues	(13,990)	14,740	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
3620 Outside Contributions	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
Revenue	(22,722)	6,477	(9,000)	(9,000)	0	0	0	0	0.00%	0	9,000	0	9,000	-100.00%
Labour Accounts														
7010 Full Time	0	0	71,530	0	(71,530)	0	0	(71,530)	-100.00%	0	0	0	0	0.00%
7017 Benefits	0	0	18,240	0	(18,240)	0	0	(18,240)	-100.00%	0	0	0	0	0.00%
Labour Account Subtotal	0	0	89,770	0	(89,770)	0	0	(89,770)	-100.00%	0	0	0	0	0.00%
Non Labour Accounts														
7100 Mileage	0	16	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7105 Memberships/Dues/Fees	0	0	380	380	0	0	0	0	0.00%	380	0	0	0	0.00%
7110 Meals & Meal Allowances	610	319	0	2,000	0	2,000	2,000	2,000	0.00%	2,000	0	0	0	0.00%
7115 Training & Development	0	0	3,000	0	(3,000)	0	0	(3,000)	-100.00%	0	0	0	0	0.00%
7125 Subscriptions/Publications	0	0	100	100	0	0	0	0	0.00%	100	0	0	0	0.00%
7126 Mailings	3,096	1,140	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7135 Advertising	3,567	7,820	3,434	3,434	0	0	0	0	0.00%	3,434	0	0	0	0.00%
7140 Promotion & Education	0	0	490	490	0	0	0	0	0.00%	490	0	0	0	0.00%
7200 Office Supplies	0	0	1,000	500	0	(500)	(500)	(500)	-50.00%	500	0	0	0	0.00%
7211 Computer Hardware/Software	0	32	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
7222 Printing	5,398	2,760	15,644	15,644	0	0	0	0	0.00%	15,644	0	0	0	0.00%
7330 Materials and Supplies	5,025	143	3,434	4,934	0	1,500	1,500	43.68%	4,934	0	0	0	0	0.00%
7450 Municipal Grants	10,300	10,200	10,200	10,200	0	0	0	0	0.00%	10,200	0	0	0	0.00%
7520 Professional Fees	6,525	0	1,958	35,368	33,410	0	33,410	1706.33%	36,368	1,000	0	1,000	2.83%	
7698 Grouped Expenses	(2,390)	879	14,240	14,240	0	0	0	0	0.00%	14,240	0	0	0	0.00%
7699 Sundry Expenses	39,503	22,145	9,650	9,650	0	0	0	0	0.00%	9,405	(245)	0	(245)	-2.54%
7700 Chgs. from Other Depts.	8,732	7,335	8,730	8,730	0	0	0	0	0.00%	0	(8,730)	0	(8,730)	-100.00%
7790 Trsf. to_ from Expend Res	(19,580)	(13,314)	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
Non Labour Account Subtotal	60,786	39,475	72,260	105,670	33,410	0	33,410	46.24%	97,695	(7,975)	0	(7,975)	(7.55%)	
Total Expense	60,786	39,475	162,030	105,670	(56,360)	0	(56,360)	-34.78%	97,695	(7,975)	0	(7,975)	-7.55%	
Net Total	38,064	45,952	153,030	96,670	(56,360)	0	(56,360)	-36.83%	97,695	1,025	0	1,025	1.06%	

2011 Budget Variance Comments

Full Time	Transfer of Safe City Coordinator position to Parks Operations and economic adjustment
Benefits	Decrease in relation to salaries decrease
Meals & Meal Allowances	Reallocated from Training & Development and Office Supplies
Training & Development	Reallocated to Meals & Meal Allowances and Office Supplies
Office Supplies	Reallocated to Materials & Supplies
Materials & Supplies	Reallocated from Training & Development and Office Supplies
Professional Fees	Inter-departmental transfer Gallanough Library

2012 Budget Variance Comments

Professional Fees	Economic adjusted as per contract agreement
Sundry	Decrease related to non-profit housing transfer
Other Dept. Charges	Decrease related to non-profit housing transfer



2011-12 DRAFT OPERATING BUDGET

RECREATION & CULTURE

- FINANCIAL SUMMARY
- BUSINESS PLAN
- ADDITIONAL RESOURCE REQUESTS
 - Vellore Village CC Fitness Centre Staff
 - Special Events Coordinator
 - Special Events Supervisor
 - Diversity & Inclusivity Communication Program
 - Cultural Services Coordinator (moved to 2013)
 - Arts and Culture Communication Marketing Prog.Dev. (moved to 2013)
 - Additional Funding for Special Events (moved to 2013)

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011 Inc/(Dec)	2011 Account Reallocation	2011 Total Budget Variance	Budget 2012	2012 Inc/(Dec)	2012 Account Reallocation	2012 Total Budget Variance
					\$	\$	\$		\$	\$	\$
200 - Recreation											
Revenue											
3564 Vending Commissions	(94,250)	(76,278)	(131,720)	(131,720)	0	0	0	(131,720)	0	0	0
3576 Taxable Sales	(616)	(1,691)	0	0	0	0	0	0	0	0	
3586 Rentals	(4,052,565)	(3,218,758)	(4,235,693)	(4,379,610)	(143,917)	0	(143,917)	(4,446,657)	(67,047)	0	(67,047)
3588 Transit Fares	(1,401,826)	(1,404,506)	(1,050,000)	(1,050,000)	0	0	0	(1,050,000)	0	0	
3590 Advertising Revenue	(110,070,493)	(110,963,919)	(11,388,725)	(11,693,395)	(304,670)	0	(304,670)	(12,283,395)	(590,000)	0	(590,000)
3618 Dept. Misc. Revenues	0	(1,875)	0	0	0	0	0	0	0	0	
3780 Grants and Subsidies	(12,500)	(68,640)	0	0	0	0	0	0	0	0	
3784 Ontario Specific Grants	(15,743,039)	(15,870,904)	(16,920,848)	(17,382,160)	(461,312)	0	(461,312)	(18,039,207)	(657,047)	0	(657,047)
Labour Accounts											
7010 Full Time	4,938,123	5,330,360	6,068,489	6,139,959	71,470	0	71,470	6,262,174	122,215	0	122,215
7012 Overtime	6,279	7,649	6,460	6,655	195	0	195	6,740	85	0	85
7013 Union Time	0	0	0	0	0	0	0	0	0	0	
7015 Part Time	5,627,606	6,258,888	5,638,999	6,023,199	384,200	0	384,200	6,168,663	145,464	0	145,464
7017 Benefits	1,774,144	1,784,007	2,073,661	2,168,114	94,453	0	94,453	2,228,422	60,308	0	60,308
7019 Burden	0	0	0	0	0	0	0	0	0	0	
Labour Account Subtotal	12,346,152	13,380,904	13,787,609	14,337,927	550,318	0	550,318	14,665,999	328,072	0	328,072
Non Labour Accounts											
7100 Mileage	23,514	23,083	28,190	28,710	520	0	520	28,910	200	0	200
7105 Memberships/Dues/Fees	3,645	3,120	9,710	9,710	0	0	0	10,230	520	0	520
7110 Meals & Meal Allowances	85	78	945	945	0	0	0	945	0	0	
7112 Council Travel & Confer.	0	0	0	0	0	0	0	0	0	0	
7115 Training & Development	51,486	28,081	14,960	14,960	(330)	0	(330)	14,960	0	0	
7120 Telephone Charges	356	322	12,865	12,335	(530)	0	(530)	12,335	0	0	
7122 Cellular Telephones	3,137	3,212	4,800	3,600	(1,200)	0	(1,200)	3,600	0	0	
7125 Subscriptions/Publications	397	2,008	2,870	2,870	0	0	0	3,270	400	0	400
7130 Seminars & Workshops	0	140	5,460	5,460	0	0	0	5,460	0	0	
7135 Advertising	0	0	490	490	0	0	0	490	0	0	
7136 Special Events/Public Relation	0	0	0	0	0	0	0	0	0	0	
7138 Sports Village Ice Time	1,118,322	1,109,589	1,124,185	1,130,130	5,945	0	5,945	1,152,733	22,603	0	22,603
7200 Office Supplies	31,025	47,706	34,699	34,050	(649)	0	(649)	34,050	0	0	
7205 Computer Supplies	14,831	13,390	16,035	16,260	225	0	225	16,260	0	0	
7210 Office Equip. & Furniture	8,623	7,136	7,000	6,750	(250)	0	(250)	6,750	0	0	
7211 Computer Hardware/Software	53,932	29,998	20,499	20,500	1	0	1	20,500	0	0	
7215 Mtc. & Repairs - Equip.	71,195	76,556	75,075	88,600	13,525	0	13,525	106,600	18,000	0	18,000
7220 Copier/Fax Lease Charges	74,293	83,323	90,962	80,400	(10,562)	0	(10,562)	80,400	0	0	
7222 Printing	192,891	187,652	220,000	240,000	20,000	0	20,000	240,000	0	0	
7225 Postal Services	1,560	2,072	30,439	35,740	5,301	0	5,301	36,940	1,200	0	1,200
7300 Protect. Clothing/Uniforms	18,631	37,836	0	0	0	0	0	0	0	0	
7315 Preventative Mtc. - A	0	0	0	0	0	0	0	0	0	0	
7325 Janitorial Supplies	0	0	0	0	0	0	0	0	0	0	
7330 Materials and Supplies	266,271	257,461	299,007	310,250	11,243	0	11,243	326,750	16,500	0	16,500
7331 Contractor & Contract. Mat.	227,028	275,731	267,240	265,000	(2,240)	0	(2,240)	265,000	0	0	
7332 Y.R. Material Recovery	0	0	0	0	0	0	0	0	0	0	
7335 Small Tools and Equipment	104,580	102,138	153,254	127,140	(26,114)	0	(26,114)	137,140	10,000	0	10,000
7340 Machine Time	2,840	2,840	2,840	2,840	0	0	0	2,840	0	0	
7350 Armoured Courier Services	18,881	13,425	19,000	22,000	3,000	0	3,000	22,000	0	0	
7400 Bank Charges	207,400	212,408	200,000	210,000	10,000	0	10,000	210,000	0	0	
7404 Bad Debt Write-Offs Class	6,573	6,861	3,600	3,600	0	0	0	3,600	0	0	
7405 Tax Write-Offs	0	0	0	0	0	0	0	0	0	0	
7410 Rental, Leases - Equipment	160,680	116,821	159,875	182,900	23,025	0	23,025	200,400	17,500	0	17,500
7475 Ticket/Pass Purchases	1,322,319	1,502,518	1,030,000	1,030,000	0	0	0	1,030,000	0	0	
7499 Cash Over and Short	(3,410)	(2,426)	600	700	100	0	100	700	0	0	

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011 Inc/(Dec)	2011 Account Reallocation	2011 Total Budget Variance	Budget 2012	2012 Inc/(Dec)	2012 Account Reallocation	2012 Total Budget Variance	%
7520 Professional Fees	106,666	97,121	79,129	74,800	(4,329)	0	(4,329)	74,800	0	0	0	-5.47%
7531 Service Contracts	22,027	16,243	14,999	15,000	1	0	1	15,000	0	0	0	0.01%
7560 Gas/Diesel - Vehicles	0	0	0	0	0	0	0	0	0	0	0	0.00%
7630 Wireless/Internet Commun.	749	687	1,000	1,000	0	0	0	1,000	0	0	0	0.00%
7640 Cable TV/Satellite Service	1,096	3,237	0	0	0	0	0	0	0	0	0	0.00%
7696 GST Adjustment 2004	0	0	0	0	0	0	0	0	0	0	0	0.00%
7698 Grouped Expenses	40,073	27,549	38,999	39,999	1,000	0	1,000	39,999	0	0	0	2.56%
7699 Sundry Expenses	83,687	99,069	94,213	92,024	(2,189)	0	(2,189)	92,024	0	0	0	-2.32%
7700 Chgs. from Other Depts.	0	0	0	0	0	0	0	0	0	0	0	0.00%
7710 Internal Recoverable	0	0	0	0	0	0	0	0	0	0	0	0.00%
7770 Transfer to Capital Fund	0	0	0	0	0	0	0	0	0	0	0	0.00%
7771 Transfer to Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0.00%
7780 Trsf. to Reserves-Insurance	132,420	159,435	159,435	189,825	30,390	0	30,390	201,810	11,985	0	11,985	6.31%
7785 Trsf. to Reserves-Other	23,861	21,026	15,000	15,000	0	0	0	15,000	0	0	0	0.00%
7790 Trsf. to_ from Expend Res	(53,656)	(61,878)	0	0	0	0	0	0	0	0	0	0.00%
Non Labour Account Subtotal	4,338,008	4,502,728	4,237,375	4,313,588	76,213	0	76,213	4,412,496	98,908	0	98,908	2.29%
Total Expense	16,684,160	17,883,632	18,024,984	18,651,515	626,531	0	626,531	19,078,495	426,980	0	426,980	2.29%
Net Total	941,121	2,012,728	1,104,136	1,269,355	165,219	0	165,219	1,039,288	(230,067)	0	(230,067)	-18.12%

2011 Budget Variance Comments

- Rents & Concessions Increase due to NTCC Child Care Centre and permit fee increases
- Advertising Revs Increase based on contract agreement
- Dept's Misc Revenues Increase due to user fee increases and anticipated impact of NTCC
- Full Time Increase due to pro-rated progression and economic adjustment, partially offset by decrease from changing 1 position from manager to supervisor
- Overtime Increase due to union agreement rate changes
- Part Time Increase due to increased permanent part time and part time hours along with contractual permanent part time rate increase
- Benefits Increase in relation to salaries increase
- Mileage Increase due to decentralization of camps
- Telephone Hardware Decrease due to budget reduction
- Cellular Telephones Decrease due to decentralization of camps
- Vaughan Hockey Assoc. Subsidy Increase based on contract agreement
- Office Supplies Decrease due to budget reduction
- Computer Supplies Increase due to decentralization of Camps
- Office Equipment & Furniture Decrease due to budget reduction
- Mtce, Repairs – Equipment Increase due to contract agreement for fitness equipment and NTCC fitness
- Copiers, Faxes, and Supplies Reduced leasing costs due to contract re-negotiations
- Printing Increase due to addition of NTCC and higher costs related to marketing strategy
- Prot Clothing/Uniforms Increase due to addition of NTCC
- Materials & Supplies Increase due to changes in program offerings
- Contractor & Contract Supplies Decrease due to budget reduction
- Small Tools & Equipment Decrease due to budget reduction
- Armoured Courier Services Increase due to contract agreement
- Bank Charges Increase to align budget with actual and increase with the addition of NTCC
- Rental, Leases – Equipment Increase due to decentralization of summer camps, addition of NTCC
- Cash Over/Short Increase due to addition of NTCC

Professional Fees	Decrease due to budget reduction
Grouped Expenses	Increase due to SOCAN fees with the addition of NTCC
Sundry Expenses	Decrease due to budget reduction
Trsf. To Reserves-Insurance	Allowable increase to fund City insurance cost

2012 Budget Variance Comments

Rents & Concessions	Increase due to permit rate increase
Dep't Misc Revenues	Increase due to user fee increases and anticipated impact of Velore
Full Time	Increase due to pro-rated progression and economic adjustment
Overtime	Increase due to union agreement rate changes
Part Time	Increase due to pro-rated progression and economic adjustment
Benefits	Increase in relation to salaries increase
Mileage	Increase due to decentralization of camps
Membership Dues/Fees	Increase due to impact of Velore
Subscriptions	Increase due to impact of Velore
Vaughan Hockey Assoc. Subsidy	Increase due to contract agreement
Mtce, Repairs – Equipment	Increase due to impact of Velore
Prot Clothing/Uniforms	Increase due to impact of Velore
Materials & Supplies	Increase due to impact of Velore
Small Tools & Equipment	Increase due to impact of Velore
Rental, Leases – Equipment	Increase due to impact of Velore
Trsf. To Reserves-Insurance	Allowable increase to fund City insurance cost

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011		2011 Total Budget Variance		Budget 2012	2012		2012 Total Budget Variance	
					Inc/(Dec)	Account Reallocati on	\$	%		Inc/(Dec)	Account Reallocati on	\$	%
210 - Cultural Services													
Revenue													
3522 Trsf. fm Res. & Res. Funds	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
3574 Rev. from Recover. Expenses	0	0	0	(37,030)	(37,030)	(37,030)	(37,030)	(37,030)	0	0	0	0	0.00%
3614 General Revenue	(4,580)	(3,787)	0	0	0	0	0	0	0	0	0	0	0.00%
3618 Dept. Misc. Revenues	(175)	(330)	(520)	(48,020)	(47,500)	(47,500)	(48,020)	(48,020)	0	0	0	0	0.00%
Revenue	(4,755)	(4,117)	(520)	(85,050)	(84,530)	(84,530)	(85,050)	(85,050)	0	0	0	0	0.00%
Labour Accounts													
7010 Full Time	207,342	212,257	313,803	480,639	166,836	0	166,836	499,209	18,570	0	18,570	0	3.86%
7012 Overtime	0	741	2,715	2,794	79	0	79	2,830	36	0	36	0	1.29%
7015 Part Time	114,458	109,449	81,985	165,945	83,960	0	83,960	167,180	1,235	0	1,235	0	0.74%
7017 Benefits	63,262	58,304	91,994	139,375	47,381	0	47,381	146,662	7,287	0	7,287	0	5.23%
7040 Honorariums	3,310	3,202	9,000	9,000	0	0	0	9,000	0	0	0	0	0.00%
Labour Account Subtotal	388,372	383,953	499,497	797,753	298,256	0	298,256	824,881	27,128	0	27,128	0	3.40%
Non Labour Accounts													
7100 Mileage	3,076	1,512	8,000	9,500	1,500	0	1,500	9,500	0	0	0	0	0.00%
7105 Memberships/Dues/Fees	1,115	720	1,000	1,000	0	0	0	1,000	0	0	0	0	0.00%
7110 Meals & Meal Allowances	0	0	500	500	500	0	500	500	0	0	0	0	0.00%
7115 Training & Development	0	60	2,500	4,280	1,780	0	1,780	4,280	0	0	0	0	0.00%
7122 Cellular Telephones	231	105	400	850	450	0	450	850	0	0	0	0	0.00%
7125 Subscriptions/Publications	0	398	200	200	0	0	0	200	0	0	0	0	0.00%
7130 Seminars & Workshops	314	0	0	0	0	0	0	0	0	0	0	0	0.00%
7135 Advertising	2,616	2,379	0	0	0	0	0	0	0	0	0	0	0.00%
7140 Promotion & Education	1,426	6,447	7,480	7,480	0	0	0	7,480	0	0	0	0	0.00%
7200 Office Supplies	2,671	1,804	3,000	5,320	2,320	0	2,320	5,320	0	0	0	0	0.00%
7205 Computer Supplies	1,233	825	1,500	1,850	350	0	350	1,850	0	0	0	0	0.00%
7210 Office Equip. & Furniture	346	0	2,700	3,325	650	0	650	3,350	0	0	0	0	0.00%
7211 Computer Hardware/Software	15,104	439	5,425	9,325	3,900	0	3,900	9,325	0	0	0	0	0.00%
7220 Copier/Fax Lease Charges	5,769	6,002	7,000	7,000	39,550	0	39,550	7,000	0	0	0	0	0.00%
7222 Printing	25,628	13,078	27,950	67,500	39,550	0	39,550	67,500	0	0	0	0	0.00%
7235 Archival Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7300 Materials and Supplies	16,650	26,795	34,379	34,380	1	0	1	34,380	0	0	0	0	0.00%
7331 Contractor & Contract. Mat.	0	0	0	142,680	142,680	0	142,680	142,680	0	0	0	0	0.00%
7380 Microfilming Imaging Serv.	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7450 Municipal Grants	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7520 Professional Fees	0	0	0	43,880	43,880	0	43,880	43,880	0	0	0	0	0.00%
7630 Wireless/Internet Commun.	0	0	0	850	850	0	850	850	0	0	0	0	0.00%
7696 GST Adjustment 2004	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7698 Grouped Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7699 Sundry Expenses	889	213	900	2,550	1,650	0	1,650	2,550	0	0	0	0	0.00%
7700 Chgs. from Other Depts.	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
7785 Trsf. to Reserves-Other	200,000	200,000	200,000	200,000	0	0	0	200,000	0	0	0	0	0.00%
Non Labour Account Subtotal	277,068	260,777	302,434	542,495	240,061	0	240,061	542,495	27,128	0	27,128	0	2.02%
Total Expense	665,440	644,730	801,931	1,340,248	538,317	0	538,317	1,367,376	27,128	0	27,128	0	2.02%

2011 Budget Variance Comments

Full Time	Increase due to two full time staff transferred from Events division in Corporate Communications and economic adjustment
Overtime	Increase due to union agreement rate changes
Part Time	Increase due to one part time staff transferred from Corporate Communications
Benefits	Increase in relation to salary change
Mileage	Increase in relation of staff transfer from Events division in Corporate Communications
Meal & Meal Allowances	Increase in relation of staff transfer from Events division in Corporate Communications
Training & Development	Increase in relation of staff transfer from Events division in Corporate Communications
Cellular Telephones	Increase in relation of staff transfer from Events division in Corporate Communications
Office Supplies	Increase in relation of staff transfer from Events division in Corporate Communications
Computer Supplies	Increase in relation of staff transfer from Events division in Corporate Communications
Office Equip. & Furniture	Increase in relation of staff transfer from Events division in Corporate Communications
Computer Hardware/Software	Increase in relation of staff transfer from Events division in Corporate Communications
Printing	Increase in relation of staff transfer from Events division in Corporate Communications
Materials & Supplies	Increase in relation of staff transfer from Events division in Corporate Communications
Contractor & Contract Mat.	Increase in relation of staff transfer from Events division in Corporate Communications
Professional Fees	Increase in relation of staff transfer from Events division in Corporate Communications
Wireless/Internet Commun.	Increase in relation of staff transfer from Events division in Corporate Communications
Sundry Expenses	Increase in relation of staff transfer from Events division in Corporate Communications

2012 Budget Variance Comments

Full Time	Increase due to pro-rated progression and economic adjustment
Overtime	Increase due to union agreement rate changes
Part Time	Increase due to economic adjustment
Benefits	Increase in relation to salaries increase and increase per guidelines

2011-12 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

Recreation:	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time (# FTE's)	81	81	89	89	1.17	2.83
Part Time (# FTE's)	195.95	197.53	199.54	213.26		
Overtime (\$)	\$8,240	\$8,540	\$6,460	\$6,460		

Culture:	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time (# FTE's)	3	3	4	4		
Part Time (# FTE's)	2.057	2.742	2.057	2.057		
Overtime (\$)	\$1,500	\$1,710	\$2,715	\$2,715		

Key Stakeholders:

External:

- Residents of Vaughan
- Community Service Organizations and Advisory Groups (i.e. Sports Groups, Older Adult Groups)
- Social Service Agencies (i.e. Reena Foundation)
- Region of York (i.e. Public Health)
- York Boards of Education
- Ministry of Health and Culture
- Libraries

Internal:

- Council / SMT
- Most internal departments within the City of Vaughan

2011-12 Business Plan

BUSINESS OVERVIEW

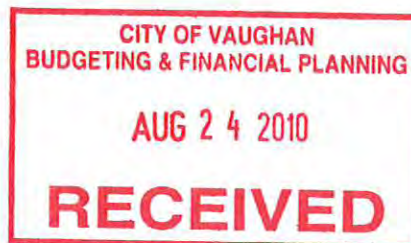
Service Statement:

The City of Vaughan, Recreation and Culture Department is committed to providing quality recreation and cultural programs and services in an accessible, equitable and efficient manner so as to ensure that all Vaughan citizens have the opportunity to enhance their leisure and quality of life.

The Recreation and Culture Department is guided by the following principles:

- The Department will strive to provide a variety of recreation and cultural programs that promote health, wellness and active living for all ages;
- The Department will ensure its recreation and cultural programs; services and facilities support the needs of diverse individuals and groups in Vaughan.

Service Profile: (Human Resources to provide the Organizational Chart for the department)



2011-12 Business Plan

Work Plan:

Link To Vaughan Vision 2020:

Service Excellence – Providing service excellence to citizens:
Pursue Excellence in Service Delivery
Enhance and Ensure Community Safety, Health & Wellness
Lead and Promote Environmental Sustainability
Preserve our Heritage and Support Diversity, Arts & Culture

Staff Excellence – Providing an organizational environment which fosters staff excellence:
Value and Encourage a Highly Motivated Workforce
Attract, Retain and Promote Skilled Staff
Support the Professional Development of Staff

Management Excellence – Providing excellence in the management of our city:
Demonstrate Leadership and Promote Effective Governance
Enhance Productivity, Cost Effectiveness and Innovation
Maintain Assets and Infrastructure
Ensure Financial Sustainability
Plan & Manage Growth and Economic Vitality



Future Pressures and Opportunities:

Future Pressures:

- Demographic changes (e.g. some areas aging, new Canadian population)
- Decline in elementary school enrolment (e.g. Thornhill).
- Continued rollout of Full Day Kindergarten in 2011 and beyond will impact preschool programs.
- Examination of community profiles and demographics has identified a growing level of competition from the private sector.
- Identified in a benchmarking analysis of user fees, Vaughan's fees are higher than its comparators in most cases.
- Continued impact of HST.

Opportunities:

- The department will continue to seek opportunities to create new sources of funding such as advertising and sponsorship opportunities.
- The department will continue to search for ways to contain operating costs associated with the delivery of recreation and cultural programs and services.
- The department will work towards mitigating expenses through continuous improvement and performance measures.

2011-12 Business Plan

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	<u>Year</u>	<u>Status</u>	<u>Outcome/Results</u>
Develop a strategy to support and promote Arts and Culture in the community	2010	Complete	The creation of Vaughan's <i>Creative Together Plan</i>
Implement Year 2 recommendations of the <i>Youth in Action Strategy</i>	2010	Complete	Increased Youth Participation
Implement Year 2 recommendations of the <i>Physical Activity Strategy</i>	2010	Complete	Increased Physical Activity
Opening of the North Thornhill Community Centre (Block 10)	2010	Complete	Official opening on June 21, 2010



2011-12 Business Plan

CITY OF VAUGHAN
BUDGETING & FINANCIAL PLANNING

AUG 24 2010

RECEIVED

2011-12 Business Plan Objectives:

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Top 3 Objectives)			
1. Implement Year 1 recommendations of the <i>Creative Together Plan</i> , including ¹ <ul style="list-style-type: none"> ○ Develop a Vaughan investment strategy and incentives for cultural development, strengthen capacity and organizational sustainability across Vaughan's cultural sector, etc. 	2011-2016	To guide cultural development in Vaughan and to integrate cultural planning across municipal departments	
2. Continuous improvement initiatives	On-going	Contain operating costs associated with the delivery of recreation and cultural programs and services.	
3. Implement the <i>Diversity Strategy</i> , including ² : <ul style="list-style-type: none"> ○ Host Annual Round Table, partner with lead government agencies, establish communication campaign, expand language line services 	2011-2013	Protect human rights, promote equality & inclusiveness, and encourage creative cultural expression	
2012 (Top 3 Objectives)			
1. Implement Year 2 recommendations of the <i>Creative Together Plan</i> , including ¹ <ul style="list-style-type: none"> ○ Develop a Vaughan investment strategy and incentives for cultural development, strengthen capacity and organizational sustainability across Vaughan's cultural sector, etc. 	2012-2016	To guide cultural development in Vaughan and to integrate cultural planning across municipal departments	
2. Continuous improvement initiatives	On-going	Contain operating costs associated with the delivery of recreation and cultural programs and services.	
3. Implement the <i>Diversity Strategy</i> , including ² : <ul style="list-style-type: none"> ○ Establish City protocol/procedures, integrate activities showcasing diversity, develop programs that facilitate cultural expression, etc. 	2012-2013	Protect human rights, promote equality & inclusiveness, and encourage creative cultural expression	

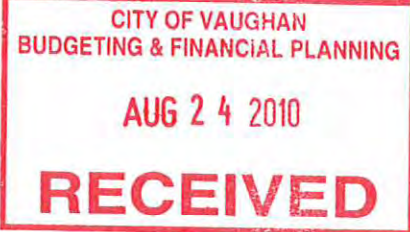
¹ Refer to the *Creative Together Plan* document for a complete list of initiatives and/or action items.

² Refer to the *Diversity Strategy* document for a complete list of initiatives and/or action items.

2011-12 Business Plan

Key Performance Indicators:

1. Operating Actuals (Revenue, Expenses, Net)
2. Program Fill Rate
3. Facility Utilization Rate
4. Customer Satisfaction Levels on Program Delivery
5. City Playhouse Utilization Rate

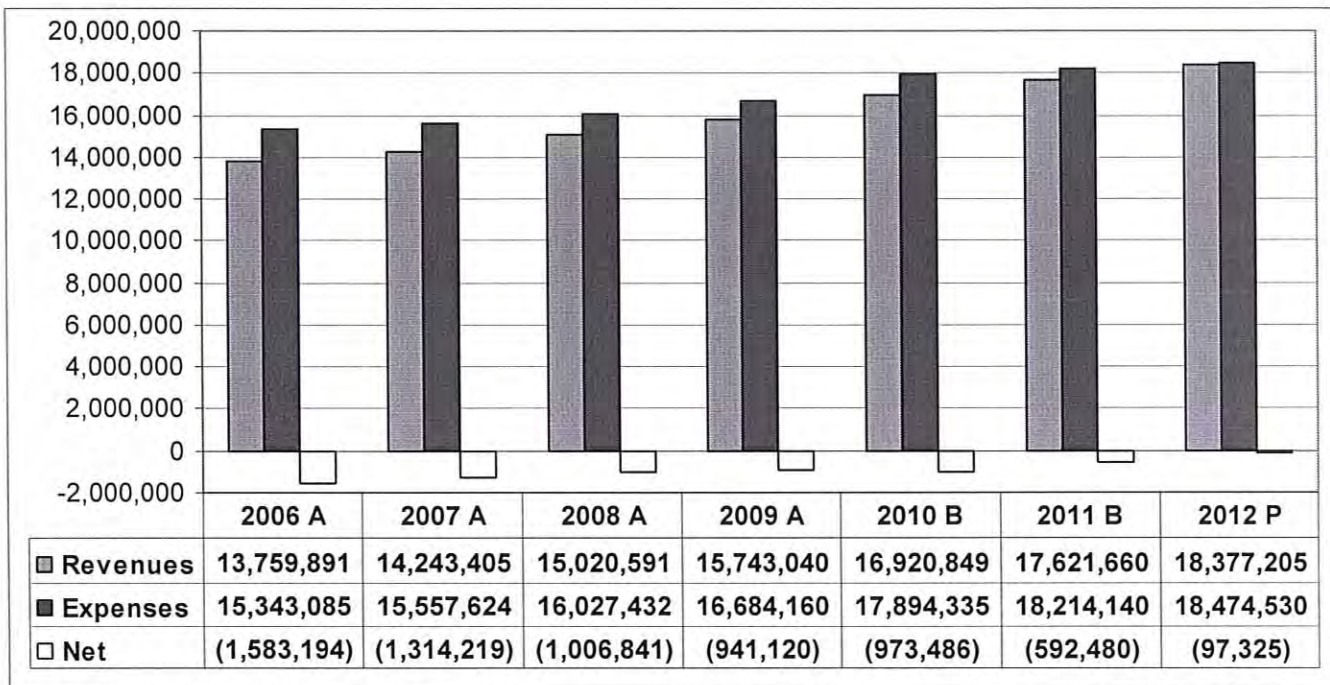


2011-12 Business Plan

BUSINESS OVERVIEW:

Key Performance Indicator #1: Operating Actuals (Revenues, Expenses, Net)

Definition: The operating actuals for all departmental programs and services and the corresponding recovery levels.



Notes: A = Actual; B = Budget; P = Projected

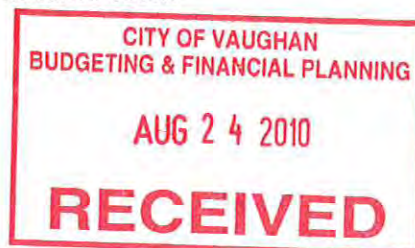
Key Conclusion:

The department continues to strive towards greater cost recovery through operational efficiencies and revenue generating initiatives despite challenges such as rising operating costs and inflationary pressures, demographic changes, and a growing level of competition from the private sector.

Notes about the Measure:

****2011B & 2012P does not include the Full Time Collective Agreement increase**

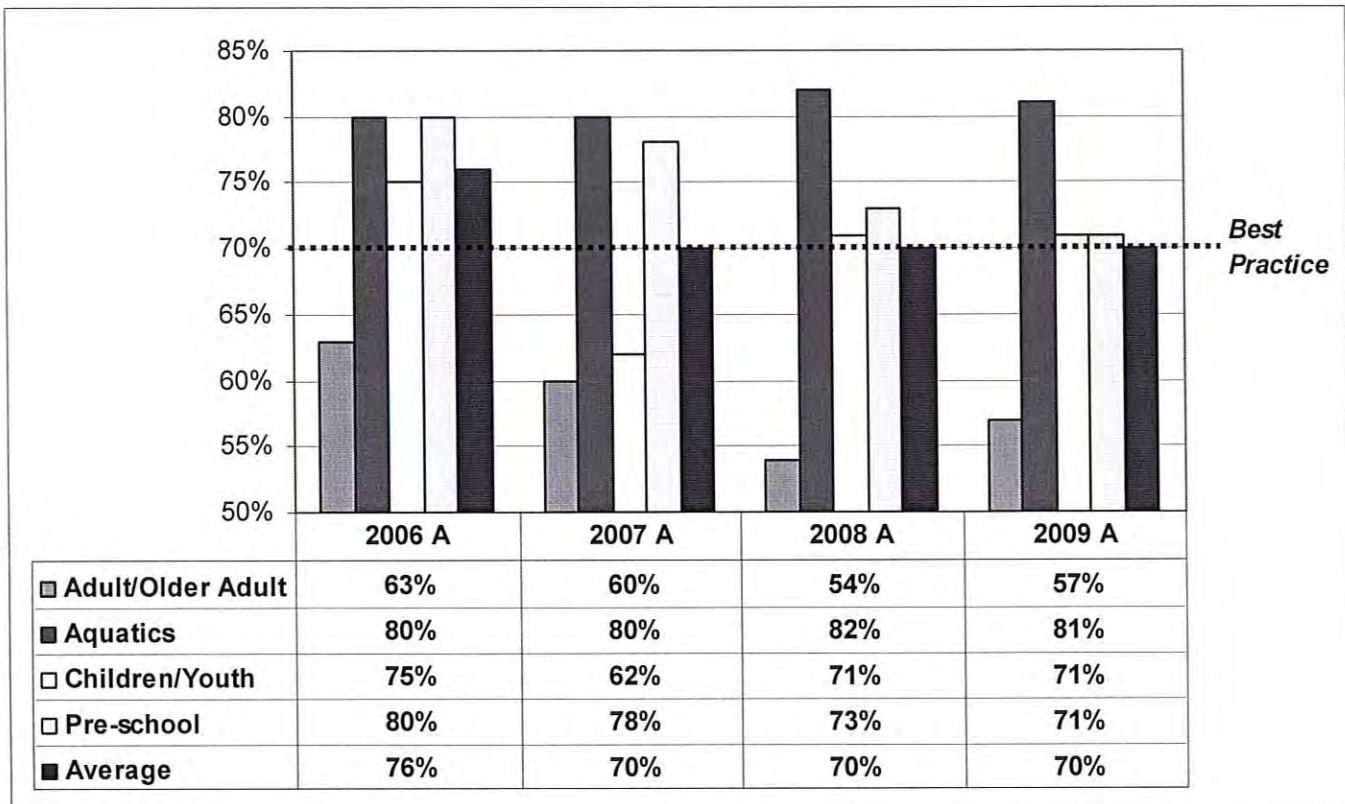
Consists of all direct departmental expenditures and revenues associated with program delivery. Excludes building utilities (i.e. hydro) and building maintenance costs.



2011-12 Business Plan

Key Performance Indicator #2: Program Fill Rate

Definition: The rate at which registered program capacities are filled.



Notes: A = Actual

Key Conclusion:

The department's average fill rate has remained fairly stable (+/- 5%) despite challenges in the last few years due to increased competition in the market place and increases to user fees.

Notes about the Measure:

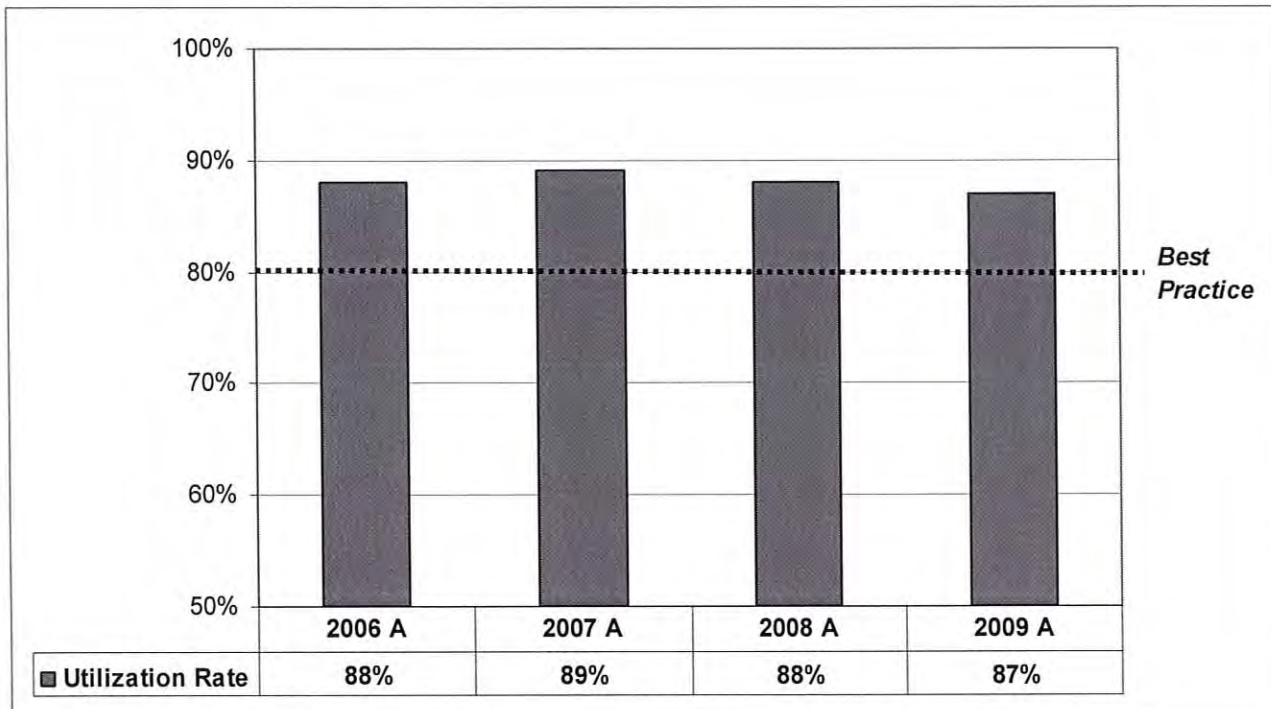
Consists of participation rates for registered programs city-wide.
Best practice measure set at average of 70%.



2011-12 Business Plan

Key Performance Indicator #3: Facility Utilization Rate

Definition: The rate at which facilities are utilized based on their prime-time availability, and based on a sample week.



Notes: A = Actual

Key Conclusion:

Through operational efficiencies and stable program fill rates, utilization rates have remained relatively consistent since 2006. Demand from Community Service Organizations, private residents and organizations continue to grow resulting in a positive usage rate for facilities.

Notes about the Measure:

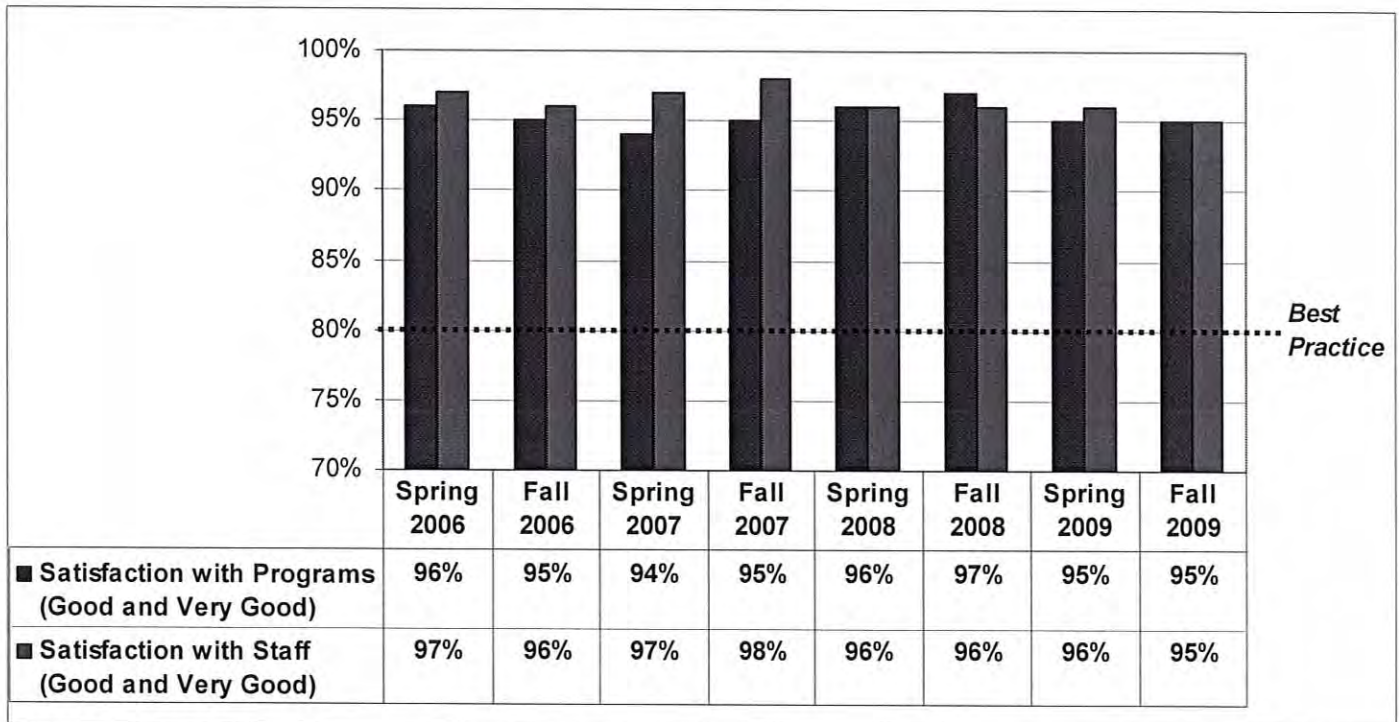
Consists of facility components such as arenas, sports fields, gyms and rooms City-wide in a typical week. Best practice measure set at average of 80%.



2011-12 Business Plan

Key Performance Indicator #4: Customer Satisfaction Levels on Program Delivery

Definition: Customer feedback on their level of satisfaction with programs and staff.



Key Conclusion:

Overall, customers are extremely satisfied with both programs and staff. The results are from surveys issued in Spring and Fall of 2006, 2007, 2008 and 2009.

Notes about the Measure:

The numbers shown consist of individuals who have expressed good or very good satisfaction levels with programs and staff. The program areas included: Preschool, Children & Youth, Adult, Older Adult and Aquatics. The average number of responses is 600 from centres city wide. The margin of error is expected to be less than 5%.

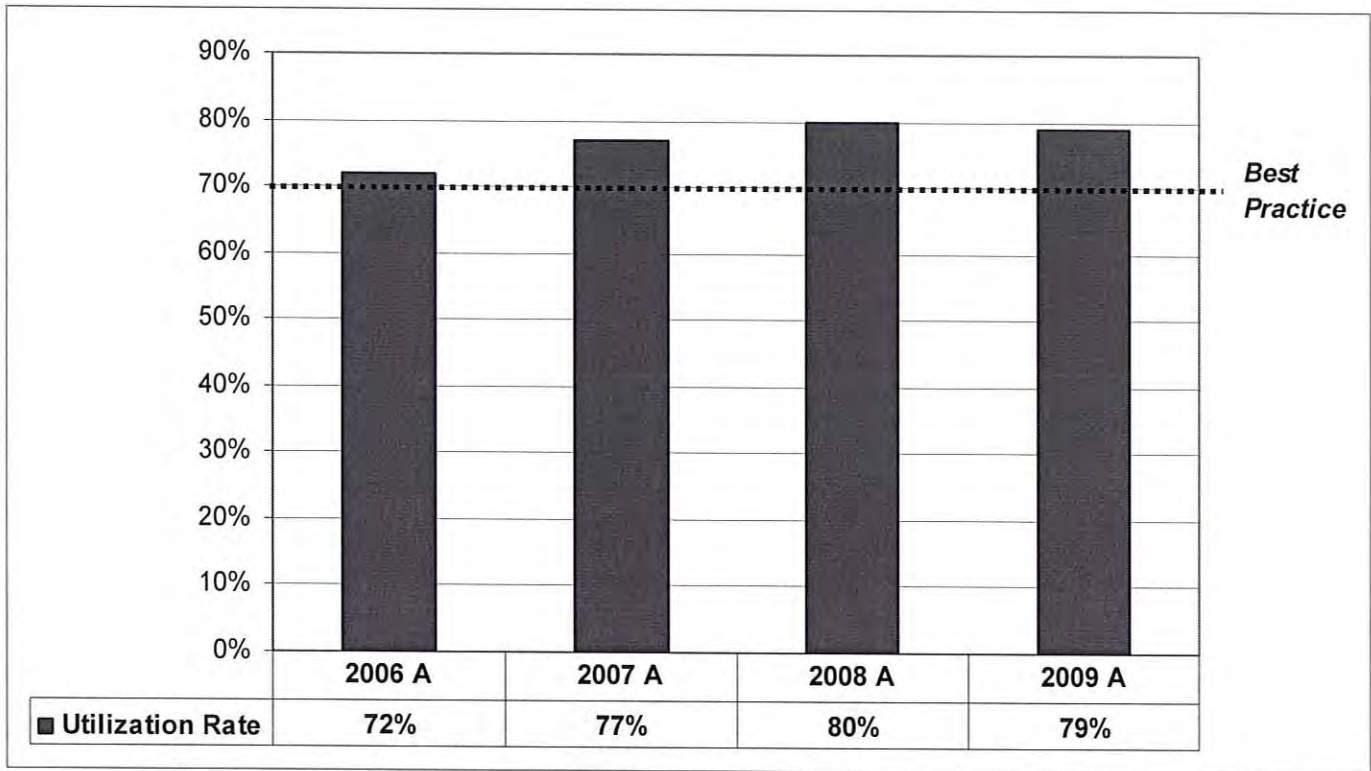
Best practice measure set at 80%.



2011-12 Business Plan

Key Performance Indicator #5: City Playhouse Utilization Rate

Definition: The rate at which the City Playhouse/Westmount is utilized based on the # of days booked from available dates.



Notes: A = Actual

Key Conclusion:

Through targeted promotion and loyalty programs, the utilization rate remains consistently high.

Notes about the Measure:

Consists of the City Playhouse Auditorium/Westmount.
Best practice measure set at 70%.



2011-12 Business Plan

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

The City of Vaughan, Recreation and Culture Department continues to provide quality recreation and cultural programs and services in an accessible, equitable and efficient manner. Based on the department's program fill rates and customer satisfaction surveys, citizens continue to give our programming and staff high ratings.

Despite challenges such as rising operating costs and inflationary pressures, demographic changes, and a growing level of competition from the private sector, the department continues to strive towards greater cost recovery through operational efficiencies and revenue generating initiatives. As a result, utilization rates have remained relatively consistent since 2006.

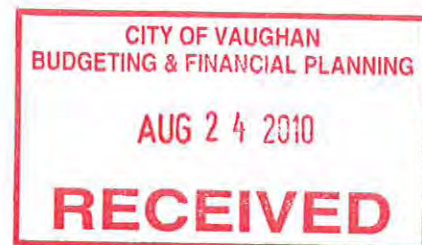
Overall, the department continues to achieve its goals in providing Service Excellence, Staff Excellence and Management Excellence.



Commissioner Sign-off

AUG 23/10

Date (mm/dd/yy)





**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (If applicable)
Department **Business Unit Name**

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	2.00	-	2.00	-	2.00
Net FTE's	0.17	-	0.17	-	0.17
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	173,648	-	173,648	-	173,648
Other continuous costs	-	-	-	-	-
One-time expenses	-	-	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 173,648	\$ -	\$ 173,648	\$ -	\$ 173,648
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

As per Council approved Item 6, Report No.1, dated February 3, 2009, the construction of the the Vellore Village CC Fitness Centre was approved. As per our current community centre standards, additional staffing resources to commence operation of the fitness centre are required. This request is in line with the service levels and FT staffing currently provided at Garnet A Williams, Maple, North Thornhill, Father Ermanno, and Al Palladini fitness centres

Milestones or Deliverables	Timelines	Comments

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

N/A

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Vellore Village CC Fitness Centre
----------------------	--

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
			Q2/08		Mandatory	Q2/08	2011

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

Service Excellence - Providing service excellence to citizens: Pursue excellence in service delivery; Enhance and ensure community safety, health and wellness. The staff resources maintains the current service levels provided in the other five fitness centres throughout Vaughan.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The request has a direct correlation to Customer Satisfaction and Utilization performance indicators. The demand for fitness programming is expected to further increase as the population intensifies in the Vellore Village area.

The Active Together Master Plan, approved in principle by Council in 2008, consulted the community as part of it's development. It was validated repeatedly by the residents and current service levels that a fitness centre is a desired community centre amenity and the opening of the Vellore Village fitness centre will respond to this need. The centre cannot operate without staff and the request for resources is in keeping with the staffing model at existing centres.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

Service related initiative to respond to the growing interest from the citizens in having a fitness centre in the Vellore Village CC.

The Active Together Master Plan for Recreation demonstrates a general trend for increasing participation (per capita) with respect to fitness and aerobics. In addition, as the population intensifies, the Master Plan indicates that if the City intends to maintain the existing service standard, then indoor facilities such as fitness centres should be added to the current facility portfolio.

5) Alternatives

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

There are no alternaive staffing models that would meet the current service delivery standard.

Alternative staffing options would not be in line with the current standards employed at the department's other fitness centres. Considering that the fees for fitness will be consistent across the City, alternative staffing models would not be feasible due to service levels and increased liability risks for public safety.

Request Title	Vellore Village CC Fitness Centre
----------------------	--

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

There are imminent liability risks and safety concerns for fitness users should the request not be approved. Essentially the centre cannot open without the resources and to maintain the opening hours that currently exist.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Current status of compliance:

Comments

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

Probability of Risk

- Low
- Medium
- High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

Complaints by Woodbridge residents

Request Title	Vellore Village CC Fitness Centre			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	138,195	-
2	* Benefits	(See sect. 8&9)	35,453	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		173,648	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-
2	<blank>			
3	<blank>			
Subtotal		-	-	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		173,648	-	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	2.00	-	
FTE's	(calculated field - sect. 8&9)	0.17	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	0.17	-	

Request Title	Vellore Village CC Fitness Centre
----------------------	--

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title	Fitness Coordinator	Fitness Programmer		
Estimated start date (dd-mm-yy to dd-mm-yy)	12/1/2011	12/01/11		
# of positions requested	1.00	1.00		2.00
Full-time equivalents (FTEs)	0.08	0.08		0.17
Position type	Full-time	Full-time		
Position agreement classification	Cupe Cler. & Tech	Cupe Cler. & Tech		
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level	J	I		
Est. starting step	YEAR 2	YEAR 2		

2011 Complement Annual Cost Detail

Annual full-time \$	71,051	67,144		138,195
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)				-
* Annual benefits (<i>calculated field</i>)	18,331	17,122		35,453
* FT contract benefits in lieu (<i>calculated field</i>)				-
Subtotal	\$ 89,382	\$ 84,266	\$ -	\$ 173,648

Continuous costs	<i>(BU & Acct #.)</i>				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -

One-time costs	<i>(BU & Acct #.)</i>				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal	-	-	-	-	-

Total 2011 Complement Annual Costs	\$ 89,382	\$ 84,265.72	\$ -	\$ 173,648
---	------------------	---------------------	-------------	-------------------

Additional Comments:

Positions Gapped on Prioritization list for 2011 impact of \$14,471. 2012 incremental impact (full year + eco. Adj) is \$166,189.

Request Title	Vellore Village CC Fitness Centre
---------------	-----------------------------------

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
---	-------------	-------------	-------------	-------------

Additional Comments:



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (if applicable)

Department **Business Unit Name**

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	-	-	-	-	-
Net FTE's	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	79,249	-	79,249	-	79,249
Other continuous costs	2,850	-	2,850	-	2,850
One-time expenses	6,500	(6,500)	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 88,599	\$ (6,500)	\$ 82,099	\$ -	\$ 82,099
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

A Special Events Coordinator position is being requested. The position will report to the Manager (or Supervisor if approved under separate ARR) of Events and will be responsible for supporting and sharing the workload of the current Events coordinator to produce events such as Winterfest, Concerts in the Park, Canada Day, Mayor's Gala, Mayor's Golf Tournament, Volunteer Recognition, Official Openings, Park Openings and related departmental initiatives. On average, the events team has led and/or lent support to over 90 events per year. Due to the fact that 2010 is a municipal election year, the identified events were not all produced nor was supported provided. Since 2003, there have not been any additional resources applied to events. In years 2003 and 2004, more than 50 events were produced or support was provided for their staging. Since 2006, the events team has continued to lead or lend support to more than 90 events per year without additional staff. The volume of events and the expectation to execute them at the current standard has become increasingly difficult and challenging given the limited resources. The growth in number of contracted suppliers for events, participants, activities, caliber of performers and expectations of sponsors has also been a challenge to manage. With the move to the new City Hall, there will also be a greater expectation to hold events in the Civic Square. This additional workload will have a negative impact on staff and on our residents if the function cannot be managed effectively. With the additional resource, the event management function will be more efficient as it will alleviate some of the pressure on staff because the workload can be distributed more appropriately. Furthermore, an additional resource will enable the effective management of risks, liability and related issues when staging large events with anticipated attendance of 6,000 to 10,000 residents and visitors. The new Events Coordinator will also assist and participate in the Corporate Sponsorship Program.

Milestones or Deliverables	Timelines	Comments
Plan and produce internal and external events		
Assist in providing sponsorship support for a variety of events		
Develop and administer Event Protocols		
Manage program costs and budgets		

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

The collaboration of many departments across the corporation to meet corporate objectives is required. The Events Coordinator will liaise with all related departments including Corporate Communications, Parks Operations, Parks Development, Buildings and Facilities, By-Law Department, City Clerk's Department, Roads, Engineering, VPL, By-Law Department and Vaughan Fire. Requirements for other departments may include work orders, permits, communications support and related services in kind.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Special Events Coordinator (Full Time)
----------------------	---

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Staff Excellence						Encourage a	Staff Excellence
Management Excellence						leadership and	Excellence

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

City organized and supported events support the strategic goal of providing service excellence to citizens, with the objective to preserve our heritage and support diversity, arts and culture. The new special events coordinator will work diligently to produce events that support the strategic vision of staff excellence. Events such as the Staff BBQ and Holiday Luncheon recognize, appreciate and thank employees for their exceptional hard work and dedication to the corporation. The staff United Way Campaign engage employees from all departments to work together as a team to fundraise for those less fortunate in our community. Staff events increase morale and promote increased productivity. The new events coordinator will play an important role in managing these initiatives. The new coordinator will also work to support the strategic initiative of Management Excellence by assisting to produce events that engage corporate citizens and celebrate national pride.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The function of the Special Events Coordinator supports Council, Senior Management and the corporation by producing special events in support of corporate initiatives. The Events Team has consistently produced and/or lent support to over 90 events per year. Currently, the team is under-resourced to effectively manage the workload and staff continue to incur overtime hours to stage these events. The new Special Events Coordinator will share the workload to maintain the existing service levels by contributing to the delivery and production of first-class events for the 2011 season and beyond. In addition, with the opening of a new City Hall, the expectation to stage events in the new Civic Square will require more resources to manage the function effectively. Also, with the new City Hall, opportunities that may result from its opening; for example, citizenship ceremonies; regular concert schedule; receptions for chapel activities, etc. will be evaluated. A review of Event Protocols is also required for the change in the reporting structure of the function. A new resource will therefore support the goal to be a best practice municipality and to ensure effective stakeholder management.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

The Special Events Coordinator will contribute to strategically showcasing City initiatives and programs. In addition, the position will ensure that the needs and expectations for the events function continue to be met and will work to maintain established levels of efficiency in their staging. The requirements of suppliers and sponsors will be more readily met and appropriate lead time will be possible for organizing large-scale events such as Winterfest, Canada Day, the Mayor's Gala and Golf tournament. The Special Events Coordinator will also contribute to promoting positive relations with corporate stakeholders, suppliers, residents and the community at large by engaging residents and fostering civic pride.

5) Alternatives

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

Currently, the number of mandated events exceed the available event management resources. There is no indication that the City may reduce the number of events held. The alternative of contracting out event management services will have a negative impact on the timely production of events due to the lack of experience and knowledge that the supplier has of the corporation and of the City's internal and external stakeholders.

Request Title	Special Events Coordinator (Full Time)
---------------	--

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

If the request is not approved, appropriate research, planning and development time for producing an event is compromised. Meeting supplier participant and sponsor requirements will continue to be a challenge. In addition, on the day of the event, overseeing all the logistics will be difficult. Not proceeding with this position will negatively impact the morale and productivity of staff. In addition, maintaining service levels will be very challenging and will have a direct impact on the residents. The sponsorship program will be affected as it will be difficult to continue to raise sponsorship dollars and to meet sponsor requirements without proper resources. Note: More than \$135,000 was raised in sponsorship for Winterfest, Concerts in the park and Canada Day for the 2010 year. In addition, more than \$190,000 in in-kind media sponsorship was confirmed. The expectation to maintain and manage the sponsorship program will be stressful without proper resources to manage the workload. There will be fewer opportunities to engage residents and fewer opportunities to partner with the business community. Additional hours will be required to produce the events and additional pressure will be placed on the current complement of staff. Effective control of risk and liability at large-scale events will be compromised and will have a direct impact on the community's faith in the corporation.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e..... Act/Regulation/etc.) _____

What are the compliance requirements? _____

Current status of compliance: _____

Comments

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk
 Large attended events such as Winterfest and Canada Day have significant potential for risk and liability as contracted services include midway rides, inflatables, numerous activities and high-profile stage entertainment. More resources are required to manage these functions and logistics.

Probability of Risk Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Large events require no-parking restrictions on roads and in various parking lots; disruption to permitted services such as soccer, programming in facilities, etc.

Current service level vs. target

--

Request Title	Special Events Coordinator (Full Time)			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	63,147	-
2	* Benefits	(See sect. 8&9)	16,102	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	2,850	-
4				
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		82,099	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	6,500	(6,500)
2				
3	<blank>			
Subtotal		6,500	(6,500)	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		88,599	(6,500)	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)		-	-
FTE's	(calculated field - sect. 8&9)		-	-
FTE reductions/offsets	(Manual Field)		-	-
Net FTE's	(calculated field - sect. 8&9)		-	-

Request Title	Special Events Coordinator (Full Time)
----------------------	---

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title	Special Events Coordinator			
Estimated start date (dd-mm-yy to dd-mm-yy)	1/1/2011			
# of positions requested	One			-
Full-time equivalents (FTEs)	One			-
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify term (dd mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level	5			
Est. starting step	1			

2011 Complement Annual Cost Detail

Annual full-time \$	63,147			63,147
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)		-	-	-
* Annual benefits (<i>calculated field</i>)	16,102	-	-	16,102
* FT contract benefits in lieu (<i>calculated field</i>)		-	-	-
Subtotal	\$ 79,249	\$ -	\$ -	\$ 79,249

Continuous costs	(BU & Acct #.)				
1) Mileage		400			400
2) Meals		100			100
3) Office Supplies		500			500
4) Blackberry		850			850
5) Training		1,000			1,000
6)					
Subtotal		\$ 2,850	\$ -	\$ -	\$ 2,850

One-time costs	(BU & Acct #.)				
1) Computer equip.		3,300			3,300
2) Office equip.		3,000			3,000
3) Blackberry		200			200
Subtotal		6,500	-	-	6,500

Total 2011 Complement Annual Costs	\$ 88,599	\$ -	\$ -	\$ 88,599
---	------------------	-------------	-------------	------------------

Additional Comments:
 Meals are required for weekend and evening events. Blackberry is needed for on-site activities or off-site activities in multiple locations where communications is needed.

Request Title	Special Events Coordinator (Full Time)
---------------	--

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
---	-------------	-------------	-------------	-------------

Additional Comments:



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (if applicable)

Department **Business Unit Name**

Request Title **Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.**

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	-	-	-	-	-
Net FTE's	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	-	101,141	101,141	-	101,141
Other continuous costs	-	2,850	2,850	-	2,850
One-time expenses	-	6,500	6,500	(6,500)	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ -	\$ 110,491	\$ 110,491	\$ (6,500)	\$ 103,991
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

A Special Events Supervisor position is required. This position will report to the Manager of Events and will be responsible for supervising the Events team including establishing performance measures, training and motivating staff in order to meet corporate objectives. The Events Supervisor will oversee all aspects of special events including planning, logistics, event promotion, event design and development, volunteers, site assessments and service suppliers. The Supervisor will also coordinate RFP and RFQ requirements; negotiate and review complex contracts for suppliers; review and negotiate entertainment riders with agents of high profile artists; manage risk and liability at large-scale events; manage program costs and maintain budgets. The Events Supervisor will oversee the corporate sponsorship program for Vaughan Celebrates events which consist of Winterfest, Concerts in the Park and Canada Day. The Corporate Sponsorship program raised just over \$135,000 in sponsorship dollars for the 2010 year including securing in-kind media partnerships valued at more than \$190,000. The supervisor will also oversee the Mayor's Golf tournament and Gala fundraising initiatives. This year's golf tournament raised more than \$120,000 net in support of the Vaughan Health Care Foundation. A Mayor's Gala was not held in 2010. The team has consistently led or lent support to more than 90 events per year. The volume of events exceeds the number of event management resources to be able to properly plan and produce the events at the established standard of service excellence. In 2003 and 2004 as an example, the team produced more than 50 events. The growth in events has been significant and the event complement has not increased. The added pressure and stress to execute the events has taken its toll on the team. With the addition of a supervisory resource, the event management function will be more efficient. The Events Supervisor will work closely with the Manager to develop and implement policies, procedures and strategies related to special events and have input into the implementation of Event Protocols.

Milestones or Deliverables	Timelines	Comments
Supervise event management resources		
Manage program costs and budgets		
Oversee all aspects of internal and external events		
Supervise Corporate Sponsorship and fundraising programs		

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

The collaboration of many departments across the corporation is required to meet corporate objectives. Liaison will take place with all related departments including Buildings and Facilities, Parks Operations, Corporate Communications, VPL, HR, By-Law Department, Vaughan Fire, City Clerk's Department, Roads and Engineering. Requirements for other departments may include work orders, permits, communications support and related services in kind.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Branding Strategy	5	ongoing		High	General Correlation	Leadership	Governance
Staff Excellence						Encourage a	Staff Excellence
Management Excellence						leadership and	Excellence

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

City organized and supported events support the strategic goal of providing service excellence to citizens, with the objective to preserve our heritage and support diversity, arts and culture. The required Events Supervisor will oversee events that support the strategic vision of staff excellence. Events such as the Staff BBQ and Holiday Luncheon, including the United Way Campaign. In addition, the Events Supervisor will motivate staff and encourage their professional development. The Events Supervisor will work to support the strategic objective of Management Excellence by managing events that engage corporate citizens and celebrate national pride.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The function of the Special Events Supervisor supports Council, Senior Management and the corporation by supervising special events in support of corporate initiatives. The Events Team has for a number of years produced and/or lent support to over 90 events per year. Currently the team is under-resourced to effectively manage the function and staff continue to incur overtime hours to stage these events. The required Special Events Supervisor will manage staff hours; allocate appropriate resources to the specific event; supervise workloads and will contribute to maintaining the level of service excellence for all events. In addition, with the opening of a new City Hall, the expectation to stage events in the new Civic Square will require more resources to manage the function effectively. Also, with the new City Hall, an Events Strategy will be required to evaluate all opportunities that may result from its opening; for example, citizenship ceremonies; regular concert schedule; receptions for chapel activities, etc. A review of Event Protocols is also required for the change in reporting structure of the function. The Events Supervisor will therefore have input into developing and implementing an Events Strategy and implementation of Event Protocols. The supervisor will support the goal to be a best practice municipality and ensure effective stakeholder management.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

The Special Events Supervisor will take a leadership role in strategically showcasing City initiatives and programs. In addition, the position will ensure that the needs and expectations for the events function are met and will work to maintain the level of efficiency in their staging. The requirements of suppliers and sponsors will be more readily met and appropriate lead time will be possible for organizing large-scale events such as Winterfest, Canada Day, the Mayor's Gala and Golf tournament. The Events Supervisor will conduct studies and surveys to understand stakeholder needs/requirements and research demographics to assist with strategic planning and development of events. The Special Events Supervisor will promote positive relations with corporate stakeholders, suppliers, residents and the community at large by engaging residents and fostering civic pride.

5) Alternatives

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

Currently, the number of mandated events exceed the available event management resources. There is no indication that the City may reduce the number of events held. The alternative of contracting out event additional management services will have a negative impact on the timely production of events due to the lack of experience and knowledge that the supplier has of the corporation and of the City's internal and external stakeholders.

Request Title	
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.
6) Implications/Consequences (if request not approved)	
A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)	
<p>If the request is not approved, maintaining service standards will be a challenge. Managing the special events, corporate sponsorship and fundraising programs will also be a challenge. Our stakeholders will feel a direct impact. In addition, on the day of the event, overseeing all the logistics including supplier and sponsorship requirements will be difficult. Not proceeding with hiring this position will negatively impact the development of an Events Strategy and implementation of strategic events including the corporate sponsorship program. As a result, there will be fewer opportunities to engage the community and fewer opportunities to partner with the business community. Additional hours will be required to produce the events and additional pressure will be placed on the current complement of staff. Effective control of risk and liability at large-scale events will be compromised and will have a direct impact on the community's faith in the corporation.</p>	
B) Please check off how the request relates to the following:	
Legislative/Regulatory Requirement	
<input checked="" type="checkbox"/> None <input type="checkbox"/> Little consequence of non compliance <input type="checkbox"/> Significant external repercussion/penalty	
Please specify:	
Specific Legislation (i.e.... Act/Regulation/etc.)	_____
What are the compliance requirements?	Comments
Current status of compliance:	_____
Probability of Litigation and/or Health & Safety Issues	
<input type="checkbox"/> None <input type="checkbox"/> Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring <input checked="" type="checkbox"/> Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty <input type="checkbox"/> Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address	
	Comments <i>Please describe the type and nature of risk</i> Large attended events such as Winterfest and Canada Day have significant potential for risk and liability as contracted services include midway rides, inflatables, numerous activities and high-profile stage entertainment. More resources are required to manage these functions and logistics.
	Probability of Risk <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High
Core City Service Disruption	
<input type="checkbox"/> None <input type="checkbox"/> Service provided with minor internal issues -slight inconvenience <input checked="" type="checkbox"/> Intermittent service level impact - some public/client complaints/frustration <input type="checkbox"/> Service failure - constant public/client complaints/aggression	
BRIEFLY DESCRIBE IMPACT:	
Issues, Objectives, etc.	Large events require no-parking restrictions on roads and in various parking lots; disruption to permitted services such as soccer, programming in facilities, etc.
Current service level vs. target	

Request Title				
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	80,271
2	* Benefits	(See sect. 8&9)	-	20,870
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	2,850
4				
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		-	103,991	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	6,500 (6,500)
2				
3	<blank>			
Subtotal		-	6,500	(6,500)
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
<u>TOTAL OPERATING BUDGET CHANGE</u>		-	110,491	(6,500)
ASSOCIATED CAPITAL FUNDING		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
<u>TOTAL ASSOCIATED CAPITAL FUNDING</u>		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	-	-	
FTE's	(calculated field - sect. 8&9)	-	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	-	-	

Request Title	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
8) 2011 Complement Details				
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.				
2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				
2011 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)		-	-	-
* Annual benefits (calculated field)		-	-	-
* FT contract benefits in lieu (calculated field)		-	-	-
Subtotal	\$	-	\$	-
Continuous costs	<i>(BU & Acct #.)</i>			
1) Mileage				-
2) Meals				-
3) Office Supplies				-
4) Blackberry				-
5) Training				-
4)				-
Subtotal	\$	-	\$	-
One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.				-
2) Office equip.				-
3) Blackberry				-
Subtotal		-	-	-
Total 2011 Complement Annual Costs	\$	-	\$	-
Additional Comments:				

Request Title				
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
9) 2012 Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title	Special Events Supervisor			
Estimated start date	1/1/2011			
# of positions requested	One			-
Full-time equivalents (FTEs)	One			-
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify term (dd mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level	7			
Est. starting step	1			
2012 Complement Annual Cost Detail				
Annual full-time \$	80,271			80,271
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	20,870	-	-	20,870
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ 101,141	\$ -	\$ -	\$ 101,141
Continuous costs	<i>(BU & Acct #.)</i>			
1) Mileage	400			400
2) Meals	100			100
3) Office Supplies	500			500
4) Blackberry	850			850
5) Training	1,000			1,000
Subtotal	\$ 2,850	\$ -	\$ -	\$ 2,850
One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.	3,300			3,300
2) Office equip.	3,000			3,000
3) Blackberry	200			200
Subtotal	6,500	-	-	6,500
Total 2012 Complement Annual Costs	\$ 110,491	\$ -	\$ -	\$ 110,491
Additional Comments:				
Meals are required for evening and weekend events.				



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary REVISED: Diversity & Inclusivity Communication Program
(If applicable)
Department Recreation and Culture **Business Unit Name** 210001

Request Title REVISED: Diversity & Inclusivity Communication Program

Annual Budget Change Summary					
Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	-	-	-	-	-
Net FTE's	-	-	-	-	-
Operating Revenue					
		-	-	-	-
Operating Costs					
Staffing & Benefits	-	-	-	-	-
Other continuous costs	15,000	-	15,000	-	15,000
One-time expenses	60,000	(60,000)	-	-	-
Offsets/reductions	(25,000)	-	(25,000)	-	(25,000)
Net Operating Budget	\$ 50,000	\$ (60,000)	\$ (10,000)	\$ -	\$ (10,000)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

The Diversity Strategy was approved by Council in June 2010. As part of a key action item approved as part of the report was to "Develop a communication plan that includes signage, flyers, posters at key customer services areas that promotes diversity and inclusivity (Initiative 1.2). This is print, signage, translation costs and a community Roundtable (Initiative 1.1)

One-time costs of \$60,000 is to incorporate braille signage at eight community centre, as part of this initiative to promote diversity and inclusivity.

In October 2010 staff applied for a Inter-Action Multiculturalism grant that would, if approved, would offset some of the costs related to this overall project.

The Grant, if approved, would pay for \$15,000 of the signage/marketing material and a portion of approximately \$10,000 of the braille signage (diversity messaging only related to proposed signage and not all signage)

If the Grant is not approved, the total cost of the project is \$75,000.

Milestones or Deliverables	Timelines	Comments
Community Centres/key customer service areas, website etc	2011-2012	

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	REVISED: Diversity & Inclusivity Communication Program
---------------	--

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Diversity Strategy	3	Comp		High	General Correlation	Service Excellence	Preserve Our Heritage and Support Diversity, art and culture.

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

Diversity Strategy -Initiative #3 in the Vaughan Vision. Service Excellence: Preserve Our Heritage & Support Diversity , Arts and Culture

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

The project will greatly improve customer services and provide a service to our immigrant citizens which was identified in the 2006 Canada Census at 45%.

5) Alternatives

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

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

Diversity Strategy initiative as approved by Council cannot be implemented.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

AODA -Ontarians with Disability Act -access to services for people with disabilities.

What are the compliance requirements?

Comments

While braille is not a mandatory requirement at this time, it is expected to become a future requirement when building standards are developed under the AODA act.

Current status of compliance:

None

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

City will not be providing service to people with disabilities and new immigrant citizens which is becoming an increasing sector of the Vaughan population.

Current service level vs. target

Request Title	REVISED: Diversity & Inclusivity Communication Program			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 Full-Yr. Adj.
REVENUE - continuous operating detail				
1				
2				
3				
4				
Subtotal		-	-	-
REVENUE - one-time operating detail				
1	Inter-Action Multiculturalism grant to offset part of costs expenses -for signage 15,000 + some of braile signage	25,000		
2				
Subtotal		-	-	-
EXPENSES - continuous operating detail (For staffing costs please fill out section 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	-
2	* Benefits	(See sect. 8&9)	-	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	Marketing Materials		15,000	
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		15,000	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-
2	Braille Signs		60,000	
3	<blank>			
Subtotal		60,000	-	-
OFFSETS - cost savings, reductions, etc				
1	Inter- Action Multiculturalism grant to offset some of the costs if received. Grant directly linked to \$15,000 in signage costs and in part braille costs.	25,000	(25,000)	
2	<blank>			
3	<blank>			
Subtotal		(25,000)	-	-
TOTAL OPERATING BUDGET CHANGE		50,000	-	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)		-	-
FTE's	(calculated field - sect. 8&9)		-	-
FTE reductions/offsets	(Manual Field)		-	-
Net FTE's	(calculated field - sect. 8&9)		-	-

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				

<u>2011 Complement Annual Cost Detail</u>				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)		-	-	-
* Annual benefits (<i>calculated field</i>)		-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)		-	-	-
Subtotal	\$	-	\$	-

Continuous costs	(BU & Acct #.)			
1) 15,000				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal		\$	-	\$

One-time costs	(BU & Acct #.)			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal		-	-	-

Total 2011 Complement Annual Costs	\$	-	\$	-
---	-----------	----------	-----------	----------

Additional Comments:

Request Title	REVISED: Diversity & Inclusivity Communication Program
---------------	--

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$	-	\$	-

Continuous costs	(BU & Acct #.)				
1) 15,000	210001				-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$	-	\$	-

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$	-	\$	-	\$	-
---	-----------	----------	-----------	----------	-----------	----------

Additional Comments:



2011-12 DRAFT OPERATING BUDGET

BUILDING & FACILITIES

➤ FINANCIAL SUMMARY

➤ BUSINESS PLAN

➤ ADDITIONAL RESOURCE REQUESTS

- Mechanical Supervisor
- Facility Operator I (Vellore Village CC)
- Building Maintenance Operator (Temporary) – Civic Centre (moved to 2013)

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Account Reallocati on		2011 Total Budget Variance		Budget 2012	2012 Account Reallocati on		2012 Total Budget Variance	
						Inc/(Dec)		\$	\$		\$	\$	Inc/(Dec)	\$
160 - Buildings and Facilities Revenue														
3500 CITY REVENUE	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
3522 Trsf. fm Res. & Res. Funds	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
3574 Rev. from Recover. Expenses	(76,668)	(216,786)	(57,050)	(56,250)	800	0	800	-1,400	(56,250)	0	0	0	0	0.00%
3586 Rentals	(115,009)	(97,373)	(99,225)	(104,890)	(5,665)	0	(5,665)	5,71%	(106,090)	(1,200)	0	(1,200)	0	1.14%
3614 General Revenue	(29,581)	(21,821)	(25,000)	(25,000)	0	0	0	0.00%	(25,000)	0	0	0	0	0.00%
3618 Dept. Misc. Revenues	(11,920)	(12,653)	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
3790 Reserves Revenue	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
Revenue	(233,178)	(348,633)	(181,275)	(186,140)	(4,865)	0	(4,865)	2.68%	(187,340)	(1,200)	0	(1,200)	0	0.64%
Labour Accounts														
7010 Full Time	5,046,032	5,316,458	6,013,825	6,224,940	211,115	0	211,115	3.51%	6,510,780	285,840	0	285,840	0	4.59%
7012 Overtime	103,189	113,600	53,865	55,405	1,540	0	1,540	2.86%	56,100	695	0	695	0	1.25%
7015 Part Time	194,703	177,258	181,355	180,850	(505)	0	(505)	-0.28%	181,305	455	0	455	0	0.25%
7017 Benefits	1,354,517	1,309,793	1,564,843	1,612,893	48,050	0	48,050	3.07%	1,722,053	109,160	0	109,160	0	6.77%
Labour Account Subtotal	6,698,441	6,917,109	7,813,888	8,074,088	260,200	0	260,200	3.33%	8,470,238	396,150	0	396,150	0	4.91%
Non Labour Accounts														
3572 Joint Service Revenue	(745,618)	(381,354)	(294,160)	(123,000)	171,160	0	171,160	-58.19%	(126,500)	(3,500)	0	(3,500)	0	2.85%
7100 Mileage	16,154	17,252	16,350	16,230	0	(120)	(120)	-0.73%	16,230	0	0	0	0	0.00%
7103 407-ETR Toll Charges	405	266	1,720	1,720	0	0	0	0.00%	1,720	0	0	0	0	0.00%
7105 Memberships/Dues/Fees	1,185	2,461	1,440	1,440	0	0	0	0.00%	1,440	0	0	0	0	0.00%
7110 Meals & Meal Allowances	66	280	1,700	1,590	(110)	0	(110)	-6.47%	1,590	0	0	0	0	0.00%
7115 Training & Development	19,349	15,422	12,840	12,840	0	0	0	0.00%	12,840	0	0	0	0	0.00%
7120 Telephone Charges	0	0	4,080	2,611	(1,469)	0	(1,469)	-36.00%	2,611	0	0	0	0	0.00%
7122 Cellular Telephones	43,203	25,089	51,420	51,137	(283)	0	(283)	-0.55%	51,137	0	0	0	0	0.00%
7125 Subscriptions/Publications	213	145	1,470	1,470	0	0	0	0.00%	1,470	0	0	0	0	0.00%
7130 Seminars & Workshops	300	2,845	6,280	6,280	0	0	0	0.00%	6,280	0	0	0	0	0.00%
7135 Advertising	0	0	680	680	0	0	0	0.00%	680	0	0	0	0	0.00%
7200 Office Supplies	7,303	6,236	6,010	5,636	(374)	0	(374)	-6.22%	5,636	0	0	0	0	0.00%
7203 Drafting Supplies	0	0	990	990	0	0	0	0.00%	990	0	0	0	0	0.00%
7205 Computer Supplies	74	409	990	990	0	0	0	0.00%	990	0	0	0	0	0.00%
7210 Office Equip. & Furniture	314	0	8,540	7,856	(684)	0	(684)	-8.01%	7,856	0	0	0	0	0.00%
7211 Computer Hardware/Software	5,812	5,357	8,880	8,880	0	0	0	0.00%	8,880	0	0	0	0	0.00%
7215 Mtc. & Repairs - Equip.	0	862	2,080	1,226	(854)	0	(854)	-41.06%	1,226	0	0	0	0	0.00%
7220 Copier/Fax Lease Charges	19,228	17,601	5,880	5,880	0	0	0	0.00%	5,880	0	0	0	0	0.00%
7222 Printing	858	226	980	980	0	0	0	0.00%	980	0	0	0	0	0.00%
7300 Protect. Clothing/Uniforms	42,728	47,301	53,800	56,443	2,643	0	2,643	4.91%	56,443	0	0	0	0	0.00%
7310 General Mtc.	3,389,628	3,319,542	3,426,910	3,394,113	(32,797)	0	(32,797)	-0.96%	3,432,635	38,522	0	38,522	0	1.13%
7312 General Repairs	364,338	414,646	453,500	454,970	1,470	0	1,470	0.32%	458,690	3,720	0	3,720	0	0.82%
7315 Preventative Mtc. A	351	0	960	960	0	0	0	0.00%	960	0	0	0	0	0.00%
7317 Enbridge/Consumers Gas	3,627,253	3,522,876	5,164,040	4,991,024	(164,916)	(8,100)	(173,016)	-3.35%	5,091,440	100,416	0	100,416	0	2.01%
7321 Other Fuels	36,537	22,266	23,480	12,623	(10,857)	0	(10,857)	-46.24%	12,623	0	0	0	0	0.00%
7325 Janitorial Supplies	256,584	343,325	369,630	398,805	29,205	0	29,205	7.90%	416,273	17,468	0	17,468	0	4.38%
7330 Materials and Supplies	487,815	512,927	480,280	483,431	3,151	0	3,151	0.66%	500,718	17,287	0	17,287	0	3.58%
7331 Contractor & Contract. Mat.	1,040	19,176	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7333 Contract Services	0	0	0	37,500	37,500	0	37,500	0.00%	37,500	0	0	0	0	0.00%
7335 Small Tools and Equipment	82,344	57,150	101,700	106,500	4,800	0	4,800	4.72%	106,500	0	0	0	0	0.00%
7340 Machine Time	122,600	0	122,640	124,811	2,171	0	2,171	1.77%	124,811	0	0	0	0	0.00%
7345 Radio Operations	918	232	980	980	0	0	0	0.00%	980	0	0	0	0	0.00%
7347 Two-way Radios	29,835	45,816	59,320	59,320	0	0	0	0.00%	59,320	0	0	0	0	0.00%
7355 Garbage Disposal Services	244,895	212,805	320,240	333,979	13,739	0	13,739	4.29%	345,047	11,068	0	11,068	0	3.31%
7365 Safety Equipment	23,622	29,033	21,080	22,592	1,512	0	1,512	7.17%	22,592	0	0	0	0	0.00%
7410 Rental, Leases - Equipment	2,567	4,273	22,450	24,930	2,480	0	2,480	11.05%	24,930	0	0	0	0	0.00%

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011 Inc/(Dec)	2011 Account Reallocati on	2011 Total Budget Variance	Budget 2012	2012 Inc/(Dec)	2012 Account Reallocati on	2012 Total Budget Variance
7415 Rental, Leases - Vehicles	4,376	4,650	10,310	10,310	0	0	0	10,310	0	0	0
7420 Rental, Leases - Buildings	222,893	462,894	221,880	233,880	12,000	0	12,000	234,240	360	0	360
7430 Debiture Payments	113,895	0	0	0	0	0	0	0	0	0	0
7510 Cleaning Services	604,561	653,049	617,560	636,291	14,878	3,853	18,731	657,762	21,471	0	21,471
7520 Professional Fees	34,650	45,319	29,400	0	0	(29,400)	(29,400)	0	0	0	0
7605 Security Systems	243,955	232,860	283,440	251,560	(31,880)	0	(31,880)	251,560	0	0	0
7610 Camera System Surveillance	60,751	33,757	82,680	98,372	15,692	0	15,692	98,372	0	0	0
7630 Wireless/Internet Commun.	1,049	713	0	0	0	0	0	0	0	0	0
7640 Cable TV/Satellite Service	9,770	9,081	10,080	12,377	0	2,297	2,297	12,377	0	0	0
7698 Grouped Expenses	29,727	20,759	21,000	21,000	0	0	0	21,000	0	0	0
7699 Sundry Expenses	27	863	790	790	0	0	0	790	0	0	0
7700 Chgs. from Other Depts.	2,602	525	32,690	31,739	0	(951)	(951)	31,739	0	0	0
7705 Charges from Facilities	23,348	13,836	12,100	11,720	0	(380)	(380)	11,720	0	0	0
7710 Internal Recoverable	(39,376)	(26,522)	(10,600)	(10,600)	0	0	0	(10,600)	0	0	0
7712 Joint Serv. Recovery-Library	(325,951)	(330,614)	(227,280)	(227,280)	0	0	0	(227,280)	0	0	0
7715 Recoveries from Facilities	(23,348)	(14,080)	(12,500)	(12,500)	0	0	0	(12,500)	0	0	0
7780 Trsf. to Reserves-Insurance	467,540	562,920	562,920	670,215	107,295	0	107,295	712,540	42,325	0	42,325
7785 Trsf. to Reserves-Other	0	0	0	0	0	0	0	0	0	0	0
Non Labour Account Subtotal	9,512,370	9,934,475	12,093,620	12,236,291	142,671	0	142,671	12,485,428	249,137	0	249,137
Total Expense	16,210,811	16,851,584	19,907,508	20,310,379	402,871	0	402,871	20,955,666	645,287	0	645,287

2011 Budget Variance Comments

Rev. from Recover. Expenses	Minor adjustment
Rentals	Increase due to volume
Full Time	Increase due to pro-rated progression and economic adjustment
Overtime	Increase due to union agreement rate changes
Part Time	Decrease due removal of 2010 ARR contract position offset by increase as per union agreement
Benefits	Increase in relation to salaries increase
Mileage	Account reallocation to various accounts
Meals & Meal Allowances	Account reallocation to various accounts
Telephone Charges	Account reallocation to various accounts
Cellular Telephones	Account reallocation to various accounts
Office Supplies	Account reallocation to various accounts
Office Equip. & Furniture	Account reallocation to various accounts
Mtce. & Repairs - Equip.	Account reallocation to various accounts
Protect. Clothing/Uniforms	Account reallocation from various accounts
General Mtce.	Decrease due to no occupancy of MNR and Tigi buildings
General Repairs	Account reallocation from various accounts
Enbridge/Consumers Gas	Decrease of \$300k for conservation practices offset by \$135k increase in volume
Other Fuels	Account reallocation from various accounts
Janitorial Supplies	Account reallocation from various accounts
Materials and Supplies	Account reallocation from various accounts
Small Tools and Equipment	Account reallocation from various accounts
Machine Time	Account reallocation from various accounts
Garbage Disposal Services	Increase due to volume and price changes
Safety Equipment	Account reallocation from various accounts
Rental, Leases – Equipment	Account reallocation from various accounts
Rental, Leases – Buildings	Increase due to rental of Tigi Court for Animal Services
Cleaning Services	Increase due to volume and price changes and account reallocations

Professional Fees	Account reallocation to various accounts
Security Systems	Decrease due to vacancy of Tigi Court, old City Hall and MNR buildings
Camera System Surveillance	Increase due to the new City Hall
Cable TV/Satellite Service	Account reallocation from various accounts
Chgs. from Other Depts.	Account reallocation to various accounts
Charges from Facilities	Account reallocation to various accounts
Trsf. To Reserves-Insurance	Allowable increase to fund City insurance cost

2012 Budget Variance Comments

Full Time	Increase due to pro-rated progression and economic adjustment
Overtime	Increase due to union agreement rate changes
Part Time	Increase due to economic adjustment
Benefits	Increase in relation to salary change
General Mtce.	Increase due to volume and price changes
General Repairs	Increase due to volume and price changes
Enbridge/Consumers Gas	Increase due to volume changes and conservation practices
Janitorial Supplies	Increase due to volume and price changes
Materials and Supplies	Increase due to volume and price changes
Garbage Disposal Services	Increase due to volume and price changes
Rental, Leases – Buildings	Minor adjustment
Cleaning Services	Increase due to volume and price changes
Trsf. To Reserves-Insurance	Allowable increase to fund City insurance cost

2011-12 Business Plan

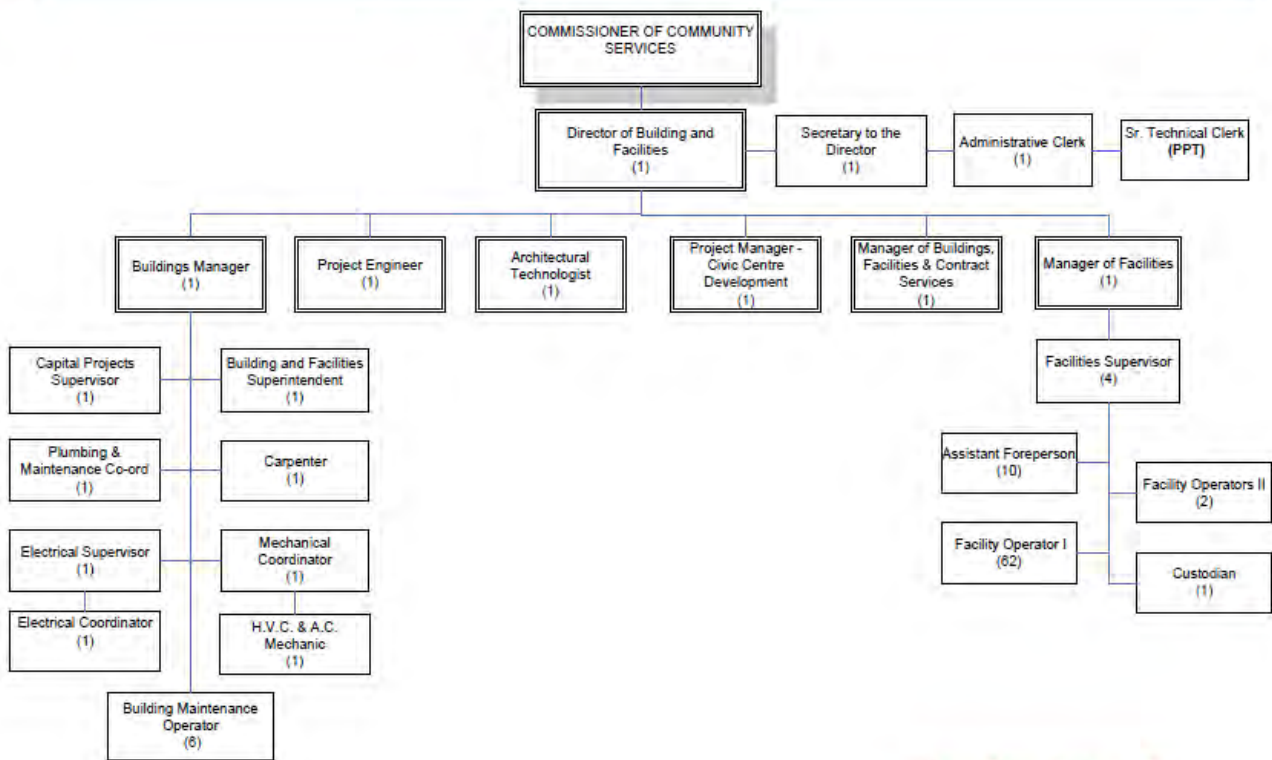
BUSINESS OVERVIEW

Service Statement:

The Building and Facilities Department is responsible for providing office accommodations and security for City buildings. Additionally, the Department is responsible for providing plant services and security for employees, residents and users in addition to overseeing the construction of new and renovations to existing buildings, and maintenance of the City buildings (ie. recreation community centres, firehalls, libraries, parks, sports fields, administrative buildings and walkway lighting).



BUILDING AND FACILITIES DEPARTMENT ORGANIZATION CHART



Approved Full-time Complement: 102

Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	88	92.2	100.95	102	1	1
Part Time	4.5	4.5	5.0	5.0		
Overtime	49,050	54,205	53,865	53,865	0	400

Key Stakeholders:

2011-12 Business Plan

- Internal Departments within the City of Vaughan
- Libraries
- Residents/facility users
- Contractors/suppliers
- Sports Groups in Vaughan
- Business Community/Developers
- School Boards

Work Plan:

Link to Vaughan Vision 2020:

Pursue excellence in service delivery
 Enhance and ensure community safety, health and wellness
 Lead and promote environmental sustainability
 Maintain assets & infrastructure
 Enhance Productivity, cost effectiveness & innovation
 Support the professional development of staff

Future Pressures and Opportunities:

There are growing expectations regarding service level and facility expansion will have to be addressed in the future by department. Opportunities exist for retrofitting of existing buildings to accommodate accessibility legislation. As well environmental initiatives (LEED/ Green Buildings) will be need to be addressed and enhanced as well as planning for recycling initiatives and energy and water savings.

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Develop and adopt a Facilities Master Plan to guide the planning and implementation of new facilities	2009	Ongoing	Master Plan approved by Council implementation proceeding
Work with Finance Department to develop key measures for Long Range Financial Plan	2009	Ongoing	Used as a tool for building analysis for maintenance audits and Capital Forecasting
Create work order system electronically with ITM and implement the CTS program into Building and Facilities	2009	Implemented	Creation of benchmarking for productivity and effectiveness

2011-12 Business Plan

Perform building audits under the Accessibility Plan	2009	Audits performed, analysis continuous and ongoing	evaluation Addition of more automatic doors, enhancement of building designs for both new and renovations, submissions put forth in base specifications for ongoing enhancements
Perform energy audits on City buildings and implement recommendations for energy and environmental efficiencies	2010	ongoing	Working with Powerstream on solar panels to be installed on roofs of City Buildings

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
Organize and hold a strategic visioning session for the department Organize and hold a strategic visioning session for the department	Q2-11	Engage front-line staff in seeking improvements to customer and building service levels	
Enhance training programs to bring newer technologies and methods into day-to-day practices	Q3-11	Increase effectiveness of maintenance	
Implement a customer service feedback survey to internal City Departments	Q2-11	Evaluate expectations against resources to identify gaps in service levels.	
2012 (Top 3 Objectives)			

1. Continue to implement energy reduction enhancements
2. Implement continuous improvement initiatives
3. Implement Electronic Work Order System into the Facilities

Key Performance Indicators:

1. Quantity of Building Square Feet Maintained
2. Number of Building Square Feet Maintained per Maintenance FTE

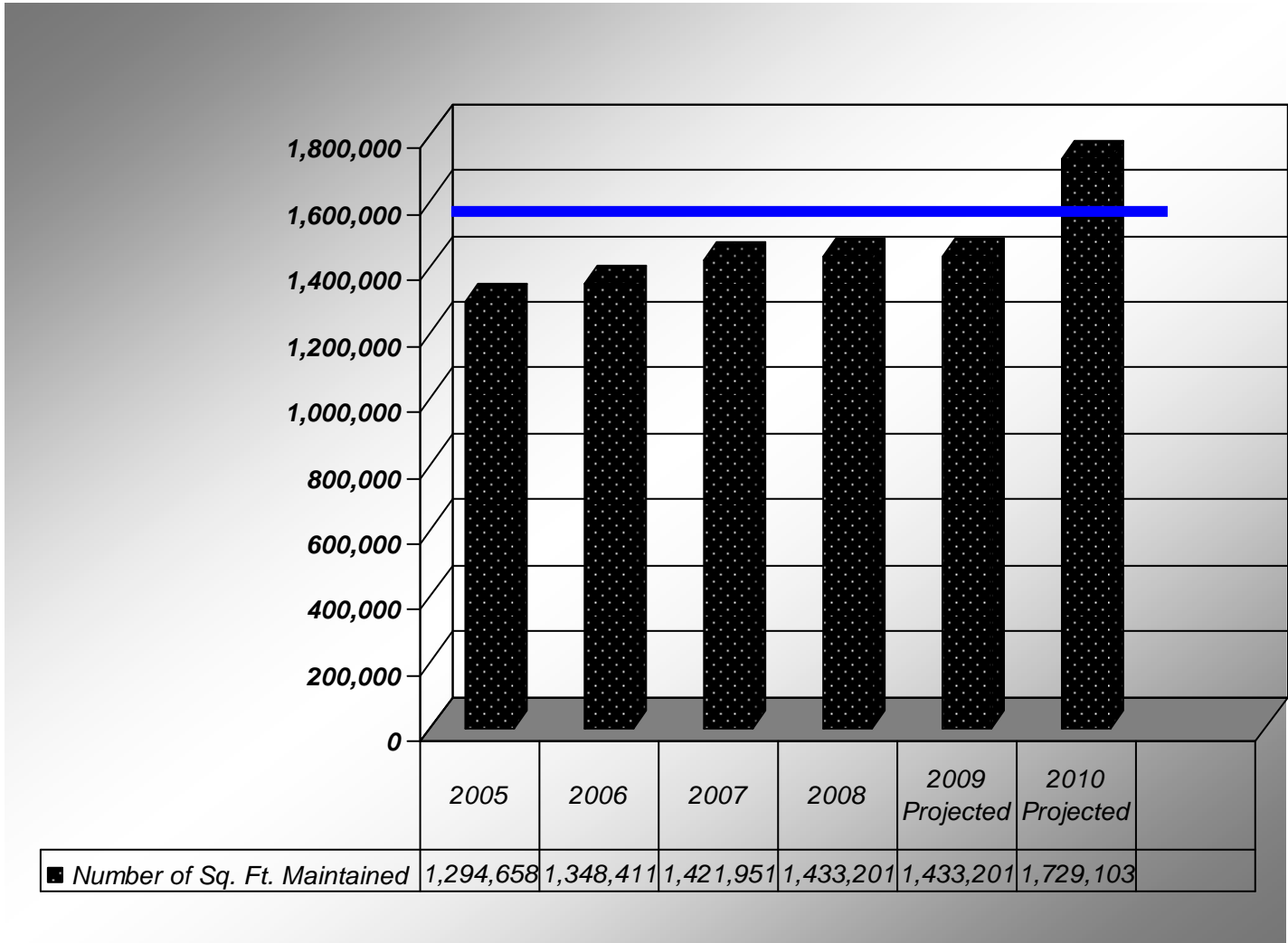
2011-12 Business Plan

3. Cost per Building Square Feet Maintained
4. Total Square foot of new construction per construction FTE
5. Utilities Consumption per Square Foot for all Major Buildings (to be developed)
6. Number of Work Orders per FTE, and Average turn Around Time (to be developed)
7. Number of Unscheduled Disruptions (to be developed)

2011-12 Business Plan

Measure: Quantity of Building Square Feet Maintained

Definition: The total number of building square feet maintained



Key Conclusion:

The number of building square feet maintained has increased 25% over the 2005-2010 period.

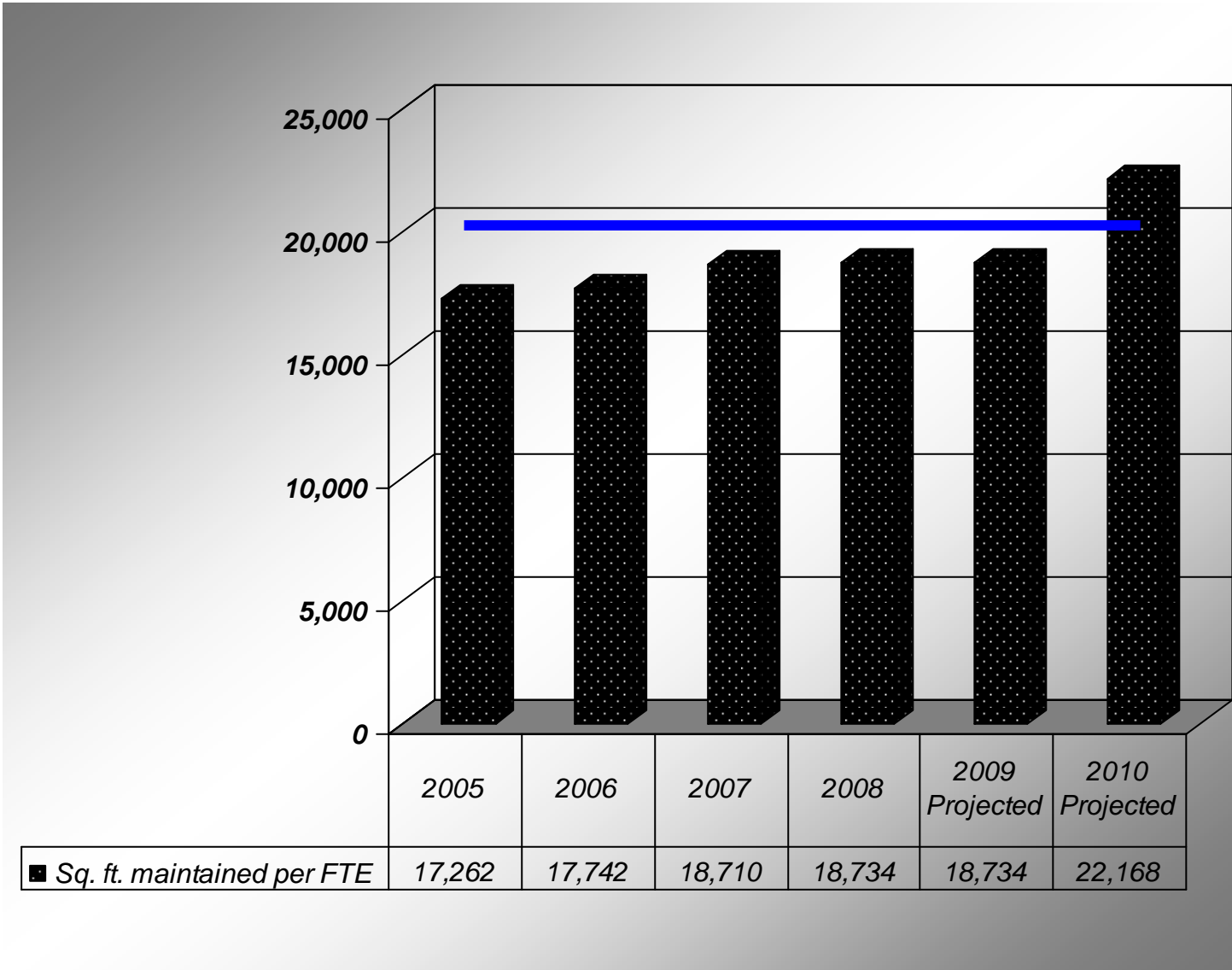
Notes about the Measure:

These figures include; Community Centres, Libraries, Administration Buildings, Fire Stations, Heritage Buildings, Older Adult Centres and Park's Buildings/Field Houses. Buildings added in 2010 include new City Hall, and North Thornhill Community Centre

2011-12 Business Plan

Measure: Number of Building Square Feet Maintained per Maintenance FTE

Definition: The number of building square feet maintained per actual FTE across the City



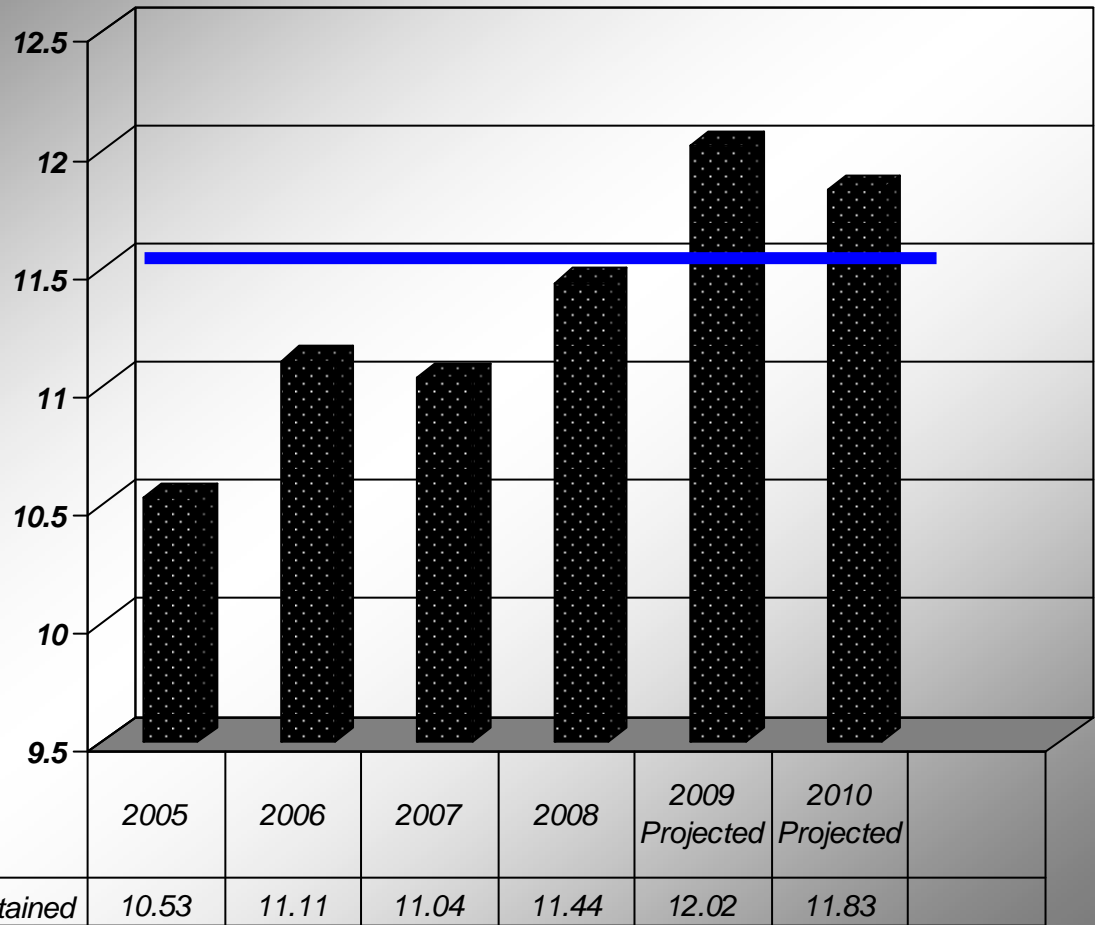
Key Conclusion:
 The total number of building square feet maintained per Maintenance FTE has increased by 22% (4906 sq. ft.) over the 2005 to 2010 period.

Notes about the Measure:
 These figures include; Community Centres, Libraries, Administration Buildings, Fire Stations, Heritage Buildings, Older Adult Centres and Park's Buildings/Field Houses.

2011-12 Business Plan

Measure: Cost per Building Sq. Ft. Maintained

Definition: The total cost of maintenance per building square foot



Key Conclusion:

Since 2005, Vaughan's operating costs have increased by 11%, while square footage increased by 25%.

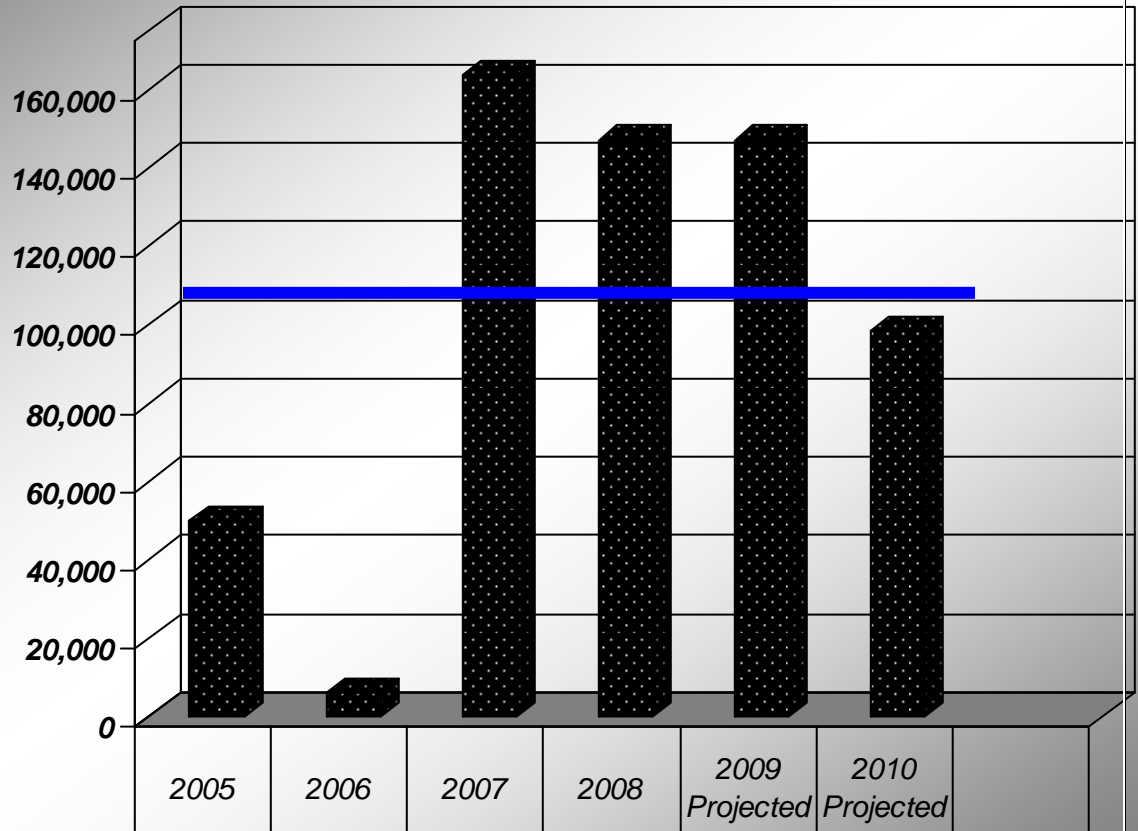
Notes about the Measure:

Unit cost increases have been primarily driven by utilities and contract cost increases.

2011-12 Business Plan

Measure: Total Square Footage of New Construction per Construction FTE

Definition: The total square footage of new building and facilities construction in the City per Construction FTE



■ Sq. Ft. per Construction FTE	50,019	6,016	163,586	147,156	147,156	98,634
---------------------------------------	--------	-------	---------	---------	---------	--------

Key Conclusion:

The total square footage of new City facility construction per construction FTE has varied from 2005 to 2010. New construction square footage is due to construction projects such as the new Civic Centre and the North Thornhill Community Centre.

Notes about the Measure:

There are a total of 3 FTE's involved in new City building and facilities construction. This includes design and construction project management each year.

2011-12 Business Plan

Overall Conclusion:

There has been an increase in number of new buildings city wide including a library, fire hall and new Civic Centre which impacts on the department in resource allocation and planning. Also, dealing with multiple priorities in daily maintenance and new initiatives such as accessibility, environmental and sustainability planning require organization and long term strategic thinking, planning, training and action plans.

Commissioner Sign-off

Date (mm/dd/yy)



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary

Department **Business Unit Name** (If applicable)

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	107,395	-	107,395	-	107,395
Other continuous costs	800	-	800	-	800
One-time expenses	2,750	(2,750)	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 110,945	\$ (2,750)	\$ 108,195	\$ -	\$ 108,195
Associated Capital Costs	\$ 40,000	\$ -	\$ 40,000	\$ -	\$ 40,000

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

Currently, there is no direct Supervisor for any of the trades and building maintenance staff (total of 11), as they report directly to the Buildings Manager. The quantity of buildings the City own and operates is steadily increasing. Currently, the City buildings have a combined total of over 1.8 million square feet to be operated and maintained.

The mechanical components and systems of these buildings are complex, and it is crucial that they be designed, operated and maintained with a high level of diligence. This is critical from a safety, longevity of life cycle, indoor air quality and efficiency standpoints.

The Departments' union Mechanical Coordinator performs maintenance and repair functions at all City buildings with assistance from the HVAC Mechanic (1) and contracted forces. There is a strong reliance on these contractors and consultants to provide a variety of services including design and review of systems for new building construction, additions and modifications to existing facilities, and development of specifications for the replacement of equipment. The existing staff can only allocate a minimum of time to these functions. With dedicated staff to manage these areas efficiencies will be garnered through reductions in the use of contracted personnel. This position will also be responsible to to develop, initiate and coordinate programs and projects for energy-related efficiencies for all City buildings.

This position will also play a key role in developing a detailed asset mangement strategy for the related areas, and maintain records relating to Public Sector Accounting Board (PSAB) asset reporting.

The Supervisor will be responsible for the scheduling, coordination and overseeing of assigned staff.

Milestones or Deliverables	Timelines	Comments

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Mechanical Supervisor
----------------------	------------------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

Service Excellence - Pursue excellence in service delivery. Ensure and enhance community safety and wellness. Management Excellence - Maintain Assets and Infrastructure

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

Reductions in utilities consumption per square foot for all major buildings.
 Increase in the number of Work Orders per assigned FTE and a reduction in average turn around time to increase service levels.
 Decreases in the number of unscheduled disruptions related to mechanical failures.
 Reductions in the use of contracted maintenance personnel.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

The Supervisor will be responsible for the scheduling, coordination and overseeing of assigned staff and contractors. This will allow the union staff to apply their full work day to repair and maintenance items, reducing the use of contracted personnel.
 Through the initiation and coordination of programs and projects for energy-related efficiencies, reductions in the consumption of utilities and extended equipment life cycles will be realized.
 This position will ensure that the maintenance contract agreements are reviewed and adhered to during the implementation and ongoing throughout lifecycle.
 The Supervisor will be responsible to obtain and coordinate multiple contractors/ vendors to work independently as well as with internal team thus achieving successful results.
 The Supervisor will assess and enhance current knowledge and training of service team in: HVACR, air distribution & humidification systems, boiler and pressures act and energy management systems thus promoting internal team knowledge and effectiveness.
 The Supervisor will provide effective leadership in cross functional teams will enhance successful service delivery results.

5) Alternatives

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

No. There are not any alternatives as performance of these functions is not optional. The use of contracted consultants and contractors will have to continue at the current level, and increase as more buildings are brought on stream, and the existing buildings age.

Request Title	Mechanical Supervisor
----------------------	------------------------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, etc.)

Ensuring that building components and systems are maintained, replaced or refurbished is crucial. Risk of failures will;

- increase the frequency of unscheduled breakdowns. This will affect staff and the residents who use the buildings, compromising service levels as well as monetary implications.
- potentially compromise the health and safety of staff / residents
- loss of City revenue (recreation programs / permitted users) with facilities shut down
- day to day Corporate business interrupted

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Current status of compliance:

Comments

TSSA - numerous code requirements that must be complied with. B-152 Refrigeration Code, B-149 Natural Gas and Propane Code.ESA (electrical safety authority)and Boiler and Pressure Vessels Act

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk
Physical injury/death resulting from carbon monoxide and other potentially harmful air quality issues as well as staff safety issues with mechanical equipment if not properly trained and supervised.

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:
Issues, Objectives, etc.

Code infractions can result in buildings/facility shutdowns which may cause complaints/frustration as we

Current service level vs. target

Code infractions can result in buildings/facility shutdowns which may cause complaints/frustration as well as monetary loss (program shutdowns). Personal comfort issues (temperature and humidity) may result in staff/resident complaints and frustration as well as day to day City business.
humidity) may result in staff/resident complaints and frustration as well as day to day City business.

Request Title	Mechanical Supervisor			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	85,574	-
2	* Benefits	(See sect. 8&9)	21,821	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	800	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		108,195	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	2,750	(2,750)
2	<blank>			
3	<blank>			
Subtotal		2,750	(2,750)	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		110,945	(2,750)	-
ASSOCIATED CAPITAL FUNDING		Proj. #		
1	Vehicle		40,000	
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			40,000	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	1.00	-	
FTE's	(calculated field - sect. 8&9)	1.00	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	1.00	-	

Request Title	Mechanical Supervisor
---------------	-----------------------

8) 2011 Complement Details

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.

2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Mechanical Supervisor			
Estimated start date (dd-mm-yy to dd-mm-yy)	4/1/2011			
# 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 term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code	160001.701			
Grade level	7			
Est. starting step	1A			

2011 Complement Annual Cost Detail				
Annual full-time \$	85,574			85,574
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)		-	-	-
* Annual benefits (calculated field)	21,821	-	-	21,821
* FT contract benefits in lieu (calculated field)		-	-	-
Subtotal	\$ 107,395	\$ -	\$ -	\$ 107,395

Continuous costs		(BU & Acct #.)			
1)	Cell - BlackBerry	160001.7122	800		800
2)	<blank>				-
3)	<blank>				-
4)	<blank>				-
Subtotal			\$ 800	\$ -	\$ 800

One-time costs		(BU & Acct #.)			
1)	Computer equip.	160001.7211.01	2,500		2,500
2)	Office equip.	160001.72	250		250
3)	Other				-
Subtotal			2,750	-	2,750

Total 2011 Complement Annual Costs	\$ 110,945	\$ -	\$ -	\$ 110,945
---	-------------------	-------------	-------------	-------------------

Additional Comments:

Request Title	Mechanical Supervisor			
9) 2012 Complement Details				
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.				
2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Mechanical Supervisor			
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				
2012 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)		-	-	-
* Annual benefits (<i>calculated field</i>)		-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)		-	-	-
Subtotal	\$	-	\$	-
Continuous costs	<i>(BU & Acct #.)</i>			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$	-	\$	-
One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal		-	-	-
Total 2012 Complement Annual Costs	\$	-	\$	-
Additional Comments:				



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary
Department **Business Unit Name** (If applicable)

Request Title
Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	-	67,539	67,539	-	67,539
Other continuous costs	-	500	500	-	500
One-time expenses	-	-	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ -	\$ 68,039	\$ 68,039	\$ -	\$ 68,039
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

Upon completion of the new Fitness Centre expansion, an additional Facility Operator I is required to ensure proper operation of this new addition. This new building adds an additional 10,000 square feet to the existing Community Centre. This position is requested to be for 3 months operation for 2011 and full time ongoing. This will allow for staff to maintain appropriate service levels to the residents, users and maintain the building appropriately.

Milestones or Deliverables	Timelines	Comments

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Facility Operator I
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

Service Excellence - Pursue excellence in service delivery. Ensure and enhance community safety and wellness. Management Excellence - Maintain Assets and Infrastructure

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

This is a service-related initiative to respond to the increased square footage of the addition, and increased patron usage of the new Fitness Center. The full time placement is to assist the existing staff complement with servicing and maintaining the new Fitness Expansion.

5) Alternatives

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

No. As more buildings are brought into ownership of the City, the existing staff complement cannot dedicate any more work-time without serious service loss to existing buildings.

Request Title	Facility Operator I			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
6) Implications/Consequences (if request not approved)				
A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)				
<p>Staff, residents and the community. Staff are required and will be assigned to operate and maintain the facility in addition to the new Fitness Center. Absence of this position will affect the smooth operation of this facility, which includes the new Recreation Fitness Co-Ordinators whose work location will be at this new Fitness Center and Vaughan residents utilizing the facility. This Full Time Facility Operator I will provide service to the staff and patrons of the building and if not approved service standards will not be achieved, resulting in delays to maintenance and repairs of mal-functioning equipment, unsanitary conditions, etc.</p>				
B) Please check off how the request relates to the following:				
Legislative/Regulatory Requirement				
<input checked="" type="checkbox"/> None <input type="checkbox"/> Little consequence of non compliance <input type="checkbox"/> Significant external repercussion/penalty				
Please specify:				
Specific Legislation (i.e.... Act/Regulation/etc.)	_____			
What are the compliance requirements?	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Comments</td> </tr> <tr> <td style="height: 20px;"> </td> </tr> </table>	Comments		
Comments				
Current status of compliance:	_____			
Probability of Litigation and/or Health & Safety Issues				
<input type="checkbox"/> None <input checked="" type="checkbox"/> Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring <input type="checkbox"/> Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty <input type="checkbox"/> Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address:				
	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Comments</td> </tr> <tr> <td style="height: 40px; vertical-align: top;"><i>Please describe the type and nature of risk</i> Unsafe walking conditions for staff / residents due to ice and snow build-up in winter. Delays in cleaning debris, spills on floors. Delays in attending to washroom cleaning requirements.</td> </tr> <tr> <td style="text-align: center;"> Probability of Risk <input checked="" type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High </td> </tr> </table>	Comments	<i>Please describe the type and nature of risk</i> Unsafe walking conditions for staff / residents due to ice and snow build-up in winter. Delays in cleaning debris, spills on floors. Delays in attending to washroom cleaning requirements.	Probability of Risk <input checked="" type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High
Comments				
<i>Please describe the type and nature of risk</i> Unsafe walking conditions for staff / residents due to ice and snow build-up in winter. Delays in cleaning debris, spills on floors. Delays in attending to washroom cleaning requirements.				
Probability of Risk <input checked="" type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High				
Core City Service Disruption				
<input type="checkbox"/> None <input type="checkbox"/> Service provided with minor internal issues -slight inconvenience <input checked="" type="checkbox"/> Intermittent service level impact - some public/client complaints/frustration <input type="checkbox"/> Service failure - constant public/client complaints/aggression				
BRIEFLY DESCRIBE IMPACT: Issues, Objectives, etc.	Delays or inability to provide service to Departments (deliveries, maintenance, cleaning, etc.)			
Current service level vs. target				

Request Title	Facility Operator I			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	53,602
2	* Benefits	(See sect. 8&9)	-	13,937
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	500
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		-	68,039	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-
2	<blank>			
3	<blank>			
Subtotal		-	-	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
<u>TOTAL OPERATING BUDGET CHANGE</u>		-	68,039	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
<u>TOTAL ASSOCIATED CAPITAL FUNDING</u>		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	-	1.00	
FTE's	(calculated field - sect. 8&9)	-	1.00	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	-	1.00	

Request Title	Facility Operator I			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
8) 2011 Complement Details				
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.				
2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				
2011 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay <i>(calculated field)</i>	-	-	-	-
* Annual benefits <i>(calculated field)</i>	-	-	-	-
* FT contract benefits in lieu <i>(calculated field)</i>	-	-	-	-
Subtotal	\$	- \$	- \$	- \$
Continuous costs	<i>(BU & Acct #.)</i>			
1) Protective Clothing	160296.73			-
2) Two-way radio	160296.7347			-
3) <blank>				-
4) <blank>				-
Subtotal	\$	- \$	- \$	- \$
One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal	-	-	-	-
Total 2011 Complement Annual Costs	\$	- \$	- \$	- \$
Additional Comments: Facility Operator I to be hired October 1st 2011 and to be placed as a full time compliment for 2012.				

Request Title	Facility Operator I			
Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.				
9) 2012 Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title	Facility Operator I			
Estimated start date	1/1/2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Hourly			
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #	160296.7010			
Grade level	E			
Est. starting step	Year 1			
2012 Complement Annual Cost Detail				
Annual full-time \$	53,202			53,202
Annual part-time \$				-
Annual shift premiums, etc	200			200
Annual overtime \$	200			200
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	13,937	-	-	13,937
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ 67,539	\$ -	\$ -	\$ 67,539
Continuous costs	(BU & Acct #)			
1) Protective Clothing	160296.73	200		200
2) Two-way radio	160296.7347	300		300
3) <blank>				-
4) <blank>				-
Subtotal	\$ 500	\$ -	\$ -	\$ 500
One-time costs	(BU & Acct #)			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal	-	-	-	-
Total 2012 Complement Annual Costs	\$ 68,039	\$ -	\$ -	\$ 68,039
Additional Comments:				



2011-12 DRAFT OPERATING BUDGET

FLEET

- FINANCIAL SUMMARY
- BUSINESS PLAN
- ADDITIONAL RESOURCE REQUEST
 - Filing clerk

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011		2011 Total Budget		2012		2012 Total Budget	
				Budget 2011	Inc/(Dec) Reallocati on	Inc/(Dec) Reallocati on	Variance	Inc/(Dec) Reallocati on	Variance	Inc/(Dec) Reallocati on	Variance
165 - Fleet Management											
Revenue											
3522 Trsf. fm Res. & Res. Funds	(745,959)	(733,230)	(925,021)	(945,946)	(20,925)	(20,925)	2.26%	(978,907)	(32,961)	(32,961)	3.48%
3574 Rev. from Recover. Expenses	0	0	0	0	0	0	0.00%	0	0	0	0.00%
Revenue	(745,959)	(733,230)	(925,021)	(945,946)	(20,925)	(20,925)	2.26%	(978,907)	(32,961)	(32,961)	3.48%
Labour Accounts											
7010 Full Time	484,454	530,392	572,899	590,363	17,464	0	3.05%	615,610	25,247	0	4.28%
7012 Overtime	16,549	13,237	27,255	28,075	820	0	3.01%	28,425	350	0	1.25%
7015 Part Time	32,581	32,690	25,558	29,077	3,519	0	13.77%	29,420	343	0	1.18%
7017 Benefits	130,785	131,502	155,429	161,806	6,377	0	4.10%	169,827	8,021	0	4.96%
7019 Burden	0	0	0	0	0	0	0.00%	0	0	0	0.00%
Labour Account Subtotal	664,369	707,821	781,141	809,321	28,180	0	3.61%	843,282	33,961	0	4.20%
Non Labour Accounts											
3572 Joint Service Revenue	(15,293)	(5,958)	(11,405)	(12,000)	(595)	0	5.22%	(12,500)	(500)	0	4.17%
7100 Mileage	297	247	150	150	0	0	0.00%	150	0	0	0.00%
7103 407-ETR Toll Charges	204	171	200	200	0	0	0.00%	200	0	0	0.00%
7105 Memberships/Dues/Fees	351	912	650	650	0	0	0.00%	650	0	0	0.00%
7110 Meals & Meal Allowances	94	33	900	900	0	0	0.00%	900	0	0	0.00%
7115 Training & Development	727	321	3,725	3,725	0	0	0.00%	3,725	0	0	0.00%
7120 Telephone Charges	346	0	0	0	0	0	0.00%	0	0	0	0.00%
7122 Cellular Telephones	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7125 Subscriptions/Publications	126	39	300	300	0	0	0.00%	300	0	0	0.00%
7130 Seminars & Workshops	0	0	800	800	0	0	0.00%	800	0	0	0.00%
7135 Advertising	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7200 Office Supplies	5,431	4,887	5,000	5,000	0	0	0.00%	5,000	0	0	0.00%
7205 Computer Supplies	100	0	3,000	3,000	0	0	0.00%	3,000	0	0	0.00%
7210 Office Equip. & Furniture	0	3,818	3,600	3,600	0	0	0.00%	3,600	0	0	0.00%
7211 Computer Hardware/Software	2,778	707	4,000	4,000	0	0	0.00%	4,000	0	0	0.00%
7215 Mtrc. & Repairs - Equip.	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7220 Copier/Fax Lease Charges	5,834	6,054	5,000	5,000	0	0	0.00%	5,000	0	0	0.00%
7222 Printing	3,142	7,469	7,700	7,700	0	0	0.00%	7,700	0	0	0.00%
7300 Protect. Clothing/Uniforms	4,163	4,199	6,900	6,900	0	0	0.00%	6,900	0	0	0.00%
7315 Preventative Mtrc. A	13,595	16,204	33,260	33,260	0	0	0.00%	33,260	0	0	0.00%
7330 Materials and Supplies	56,761	45,200	29,860	29,860	0	0	0.00%	29,860	0	0	0.00%
7335 Small Tools and Equipment	8,263	6,338	8,000	8,000	0	0	0.00%	8,000	0	0	0.00%
7340 Machine Time	711	0	0	0	0	0	0.00%	0	0	0	0.00%
7345 Radio Operations	0	430	2,500	2,500	0	0	0.00%	2,500	0	0	0.00%
7346 Fuel Operating System	10,831	5,420	8,000	8,000	0	0	0.00%	8,000	0	0	0.00%
7410 Rental, Leases - Equipment	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7520 Professional Fees	0	0	4,000	4,000	0	0	0.00%	4,000	0	0	0.00%
7696 GST Adjustment 2004	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7699 Sundry Expenses	281	284	1,680	1,680	0	0	0.00%	1,680	0	0	0.00%
7700 Chgs. from Other Depts.	1,686	1,098	33,000	33,000	0	0	0.00%	33,000	0	0	0.00%
7710 Internal Recoverable	0	0	(1,600)	(1,600)	(595)	0	(0.40%)	(1,600)	(500)	0	(0.34%)
Non Labour Account Subtotal	100,428	97,873	149,220	148,625	(595)	0	-0.40%	148,125	(500)	0	-0.34%
Total Expense	764,797	805,694	930,361	957,946	27,585	0	2.96%	991,407	33,461	0	3.49%

2011 Budget Variance Comments

Full Time Increase caused by new union agreement, pro-rated progression, and economic adjustment
Overtime Increase due to union agreement rate changes
Part Time Increase mainly caused by new union agreement, pro-rated progression and economic adjustment

2012 Budget Variance Comments

Full Time Increase due to pro-rated progression and economic adjustment
Part Time Increase due to contract agreement
Benefits Increase in relation to salaries increase and increase as per Guidelines

2011-12 Business Plan

BUSINESS OVERVIEW

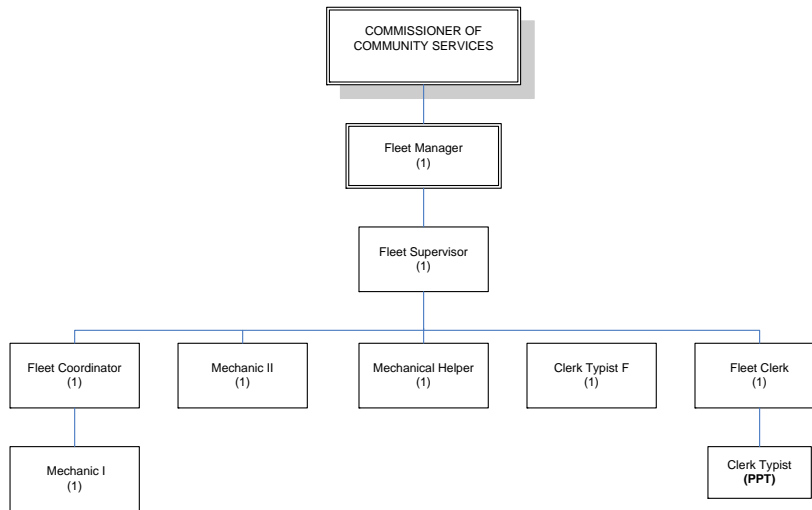
Service Statement:

Fleet Services is responsible for administering a pro-active and cost efficient maintenance program to ensure that vehicles and equipment are operating in a safe and reliable manner, and ensuring that the guidelines of all government legislation and that of government agencies are met.

Service Profile:



**FLEET DEPARTMENT
ORGANIZATIONAL CHART**



Approved Full-time Complement: 8

CITY OF VAUGHAN
August 2010

Page 1

Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	8	8	8	8	1	-
Part Time	0.69	0.69	0.69	0.69	-0.69	
Overtime	\$31,203	\$27,256	\$27,256	\$27,255		

Key Stakeholders:

- . City Departments
- . Mayor and Council
- . York Regional Police (Fuel)
- . Outside Suppliers/Contractors
- . Contract Repair Shops
- . Specialized Repair Shops
- . Government Agencies/Ministry of Transportation

2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020:

Pursue Excellence in Service Delivery
 Enhance Productivity, Cost Effectiveness & Innovation
 Attract, Retain & Promote Skilled Staff

Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

Business Plan Objectives:

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Develop and implement a driver training procedure for temporary employees who will be assigned to drive vehicles by March 31, 2011.	2011	Pending hiring of driver trainer	Will be completed when the driver trainer is hired
Develop training for temporary employees operating a truck and trailer combination, loaded with equipment.	2011	Pending hiring of driver trainer	Dependant on hiring the driver trainer
Develop an ongoing program that will teach city drivers how to improve their driving skills and habits to save fuel, reduce accidents and cost.	2011	Pending hiring of driver trainer	Dependant on hiring the driver trainer
Establish a procedure in consultation with Human Resources requirements for hiring staff that will be driving City vehicles/equipment in accordance with the Highway Traffic Act and the City Fleet Policy.	2011	Not completed	
Review present machine time formula with the Budgeting and Financial Planning Department to establish a system for all departments.	2011	Finance dept. to supply information	Dependant on Finance information

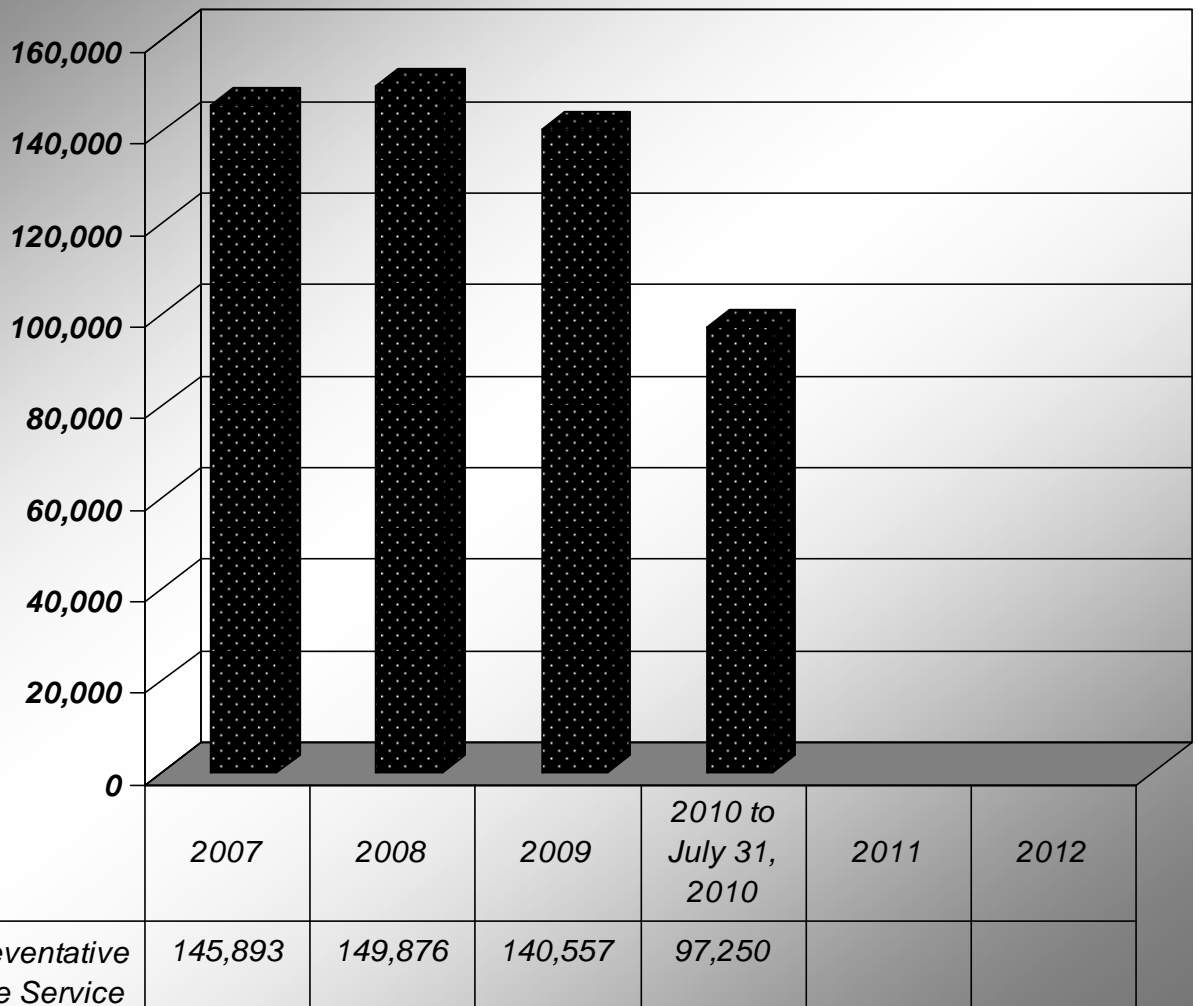
2011-12 Business Plan

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Top 3 Objectives)			
1. Hire a driver trainer.	2010	To complete 2010 objectives	
2. Streamline vehicle and equipment inventory to comply with replacement schedule.	2011		
3. To bring all mechanics to the same level as Job Description H26	2011		
4. To bring part time clerk to full time position.	2011		
2012 (Top 3 Objectives)			
1. To hire a permanent driver trainer.			
2. Streamline shop part inventory procurement.			
3. Create a tracking system for the pre-trip inspections.			
Other			

Key Performance Indicators:

Measure: Cost per Preventative Maintenance Service
Total costs for Preventative Maintenance Services A, B & C



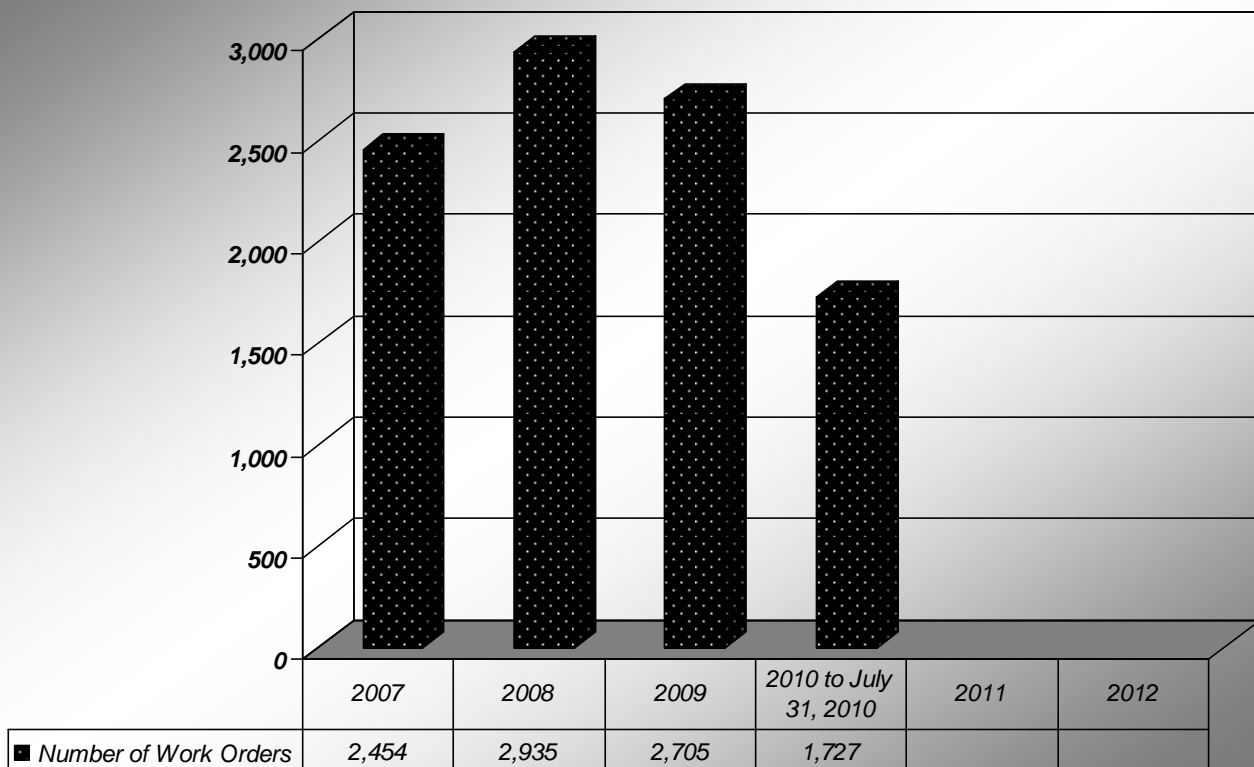
Key Conclusion:

2009 shows a decrease from 2008, because in 2009 we streamlined the work orders to reflect the repairs and the PM inspections on one work order instead of separating them.

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Number of Work Orders per Clerical FTE

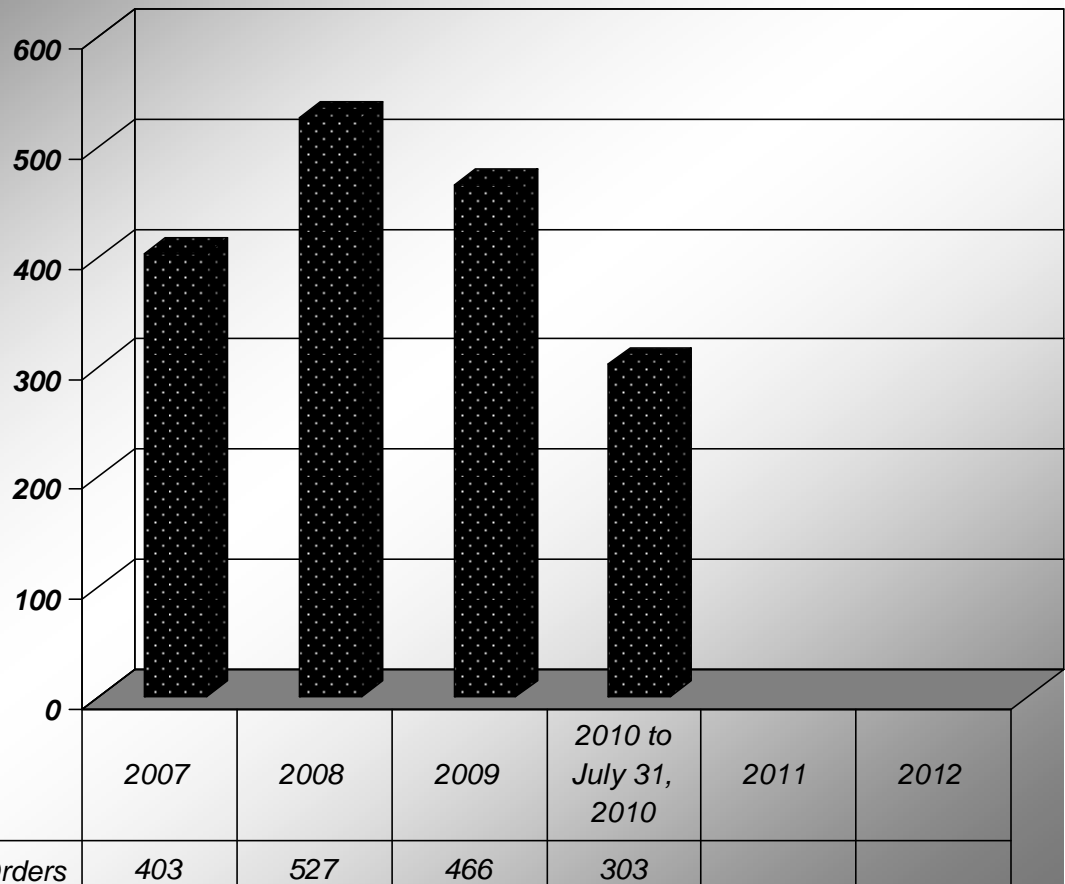


Key Conclusion:

There was a 20% increase from 2007 to 2008, but in 2009 the decrease was due to streamlining the work orders for repairs and maintenance as one instead of separating them.

BUSINESS OVERVIEW

Measure: Number of Work Orders per Mechanical FTE



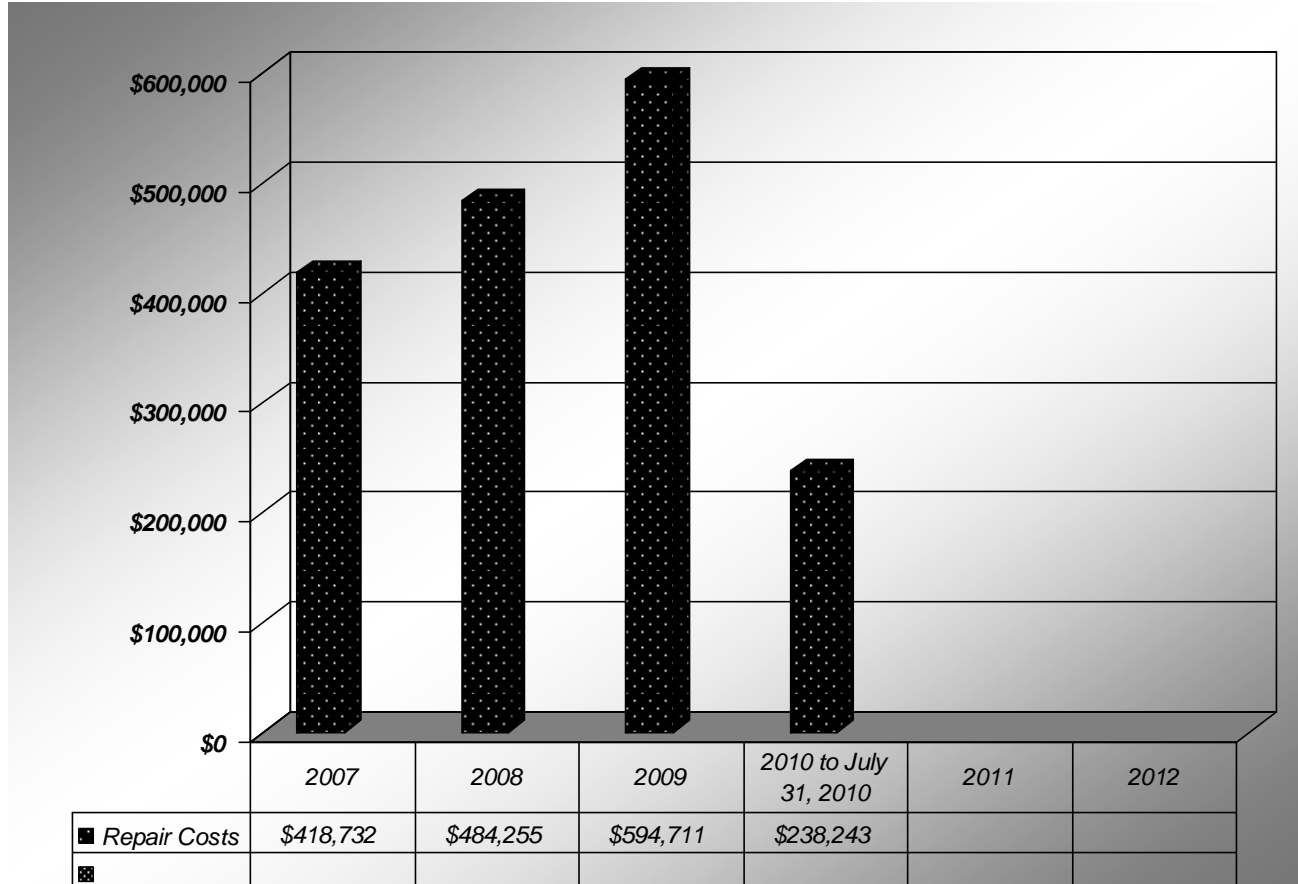
Key Conclusion:

The decrease in 2009 work orders from 2008 is because in 2009 there were less repairs to snow plow equipment due to less inclement weather.

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Amount of General Repair Costs per year



Key Conclusion:

The increase in 2009 was due to numerous high cost repairs to older vehicles. There will be a decrease in 2010 as the older vehicles are being replaced and taken out of service.

BUSINESS OVERVIEW:

Key Conclusion:

There should be a decrease in overall repairs as the older vehicles are being replaced and our 2010 fleet consists of newer vehicles.

Notes about the Measure:

Overall Conclusion:

The new RFP system for outsourcing seasonal equipment is in place and is working efficiently. The new procedure has enabled us to be more cost efficient.

The Vehicle Replacement Schedule has been amended to better access life cycles for all vehicles and equipment and the Long Range Planning Module and Fleet Policy has been amended to reflect all changes.

Commissioner Sign-off

Date (mm/dd/yy)



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (if applicable)

Department **Business Unit Name**

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	1.00	-	1.00	-	1.00
Net FTE's	0.31	-	0.31	-	0.31
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	43,916	-	43,916	-	43,916
Other continuous costs	-	-	-	-	-
One-time expenses	-	-	-	-	-
Offsets/reductions	(43,916)	-	(43,916)	-	(43,916)
Net Operating Budget	\$ 0	\$ -	\$ 0	\$ -	\$ 0
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

Request to have the permanent part time position converted to full time. Due to the increase in fleet and equipment size due to growth, the clerical functions have increased and to cover vacation and other leave within the clerical area of the department, we are requesting that the part time position be converted to a full time position so that the demands could be met in a timely manner. To assist in covering the clerical area of the department during lunch and ensuring that it is covered from 7:30 a.m to 4:30 p.m. which are the Fleet Department's hours of operation. This would be an increase of .31 FTE.

Milestones or Deliverables	Timelines	Comments

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Filing Clerk
---------------	--------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Pursue Excellence in Service Delivery							
Health & Wellness							

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

Work orders and emergency calls for vehicle and equipment repairs would be done in a more timely manner to provide service to City residents. Which ensures that the vehicles and equipment are in good operating condition to ensure that the services provided by the various City Departments to the Community are maintained to City standards. eg. snow plows are in good operating condition to ensure snow is cleared from the sidewalks in a timely manner for the safety of the Community

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

Because of the increase in vehicles and equipment due to growth, more maintenance and repairs will be generated, thus more work orders and repairs.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

By converting the permanent part time position to a full time level "A" clerical position, it would increase the efficiencies of the Fleet Section. Alleviate vacation, other leave and cover the lunch hour within the Fleet Department, which is now being done by the permanent part time position which exceeds the 24 hour per week allotment.

5) Alternatives

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

Request Title	Filing Clerk
----------------------	---------------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

If the vehicles and equipment are not maintained in good operating condition, repairs are delayed, services delayed and the community not serviced in a timely manner it poses health and safety risks to staff using the vehicles and equipment and to City residents.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

The Highway Traffic Act (HTA)

What are the compliance requirements?

Comments

Work orders not done, repairs delayed, services delayed and community not serviced in a timely manner, poses health and safety risks to staff using the vehicles and equipment and to City residents.

Current status of compliance:

ongoing

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

The City would be held liable under the Highway Traffic Act. If repairs and services are delayed poses a health and safety risks to City residents which could results in lawsuits.

Probability of Risk

- Low
- Medium
- High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Vehicle and equipment repairs not done in a timely manner would cause down time for other City Departments and delays in services to the community and complaints from residents.

Current service level vs. target

Request Title		Filing Clerk			
7) Financial/Resource Detail					
Component		BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)					
1	* Staffing costs (calculated field)	(See sect. 8&9)	34,993	-	
2	* Benefits	(See sect. 8&9)	8,923	-	
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-	
4	<blank>				
5	<blank>				
6	<blank>				
7	<blank>				
Subtotal			43,916	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)					
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-	-
2	<blank>				
3	<blank>				
Subtotal			-	-	-
OFFSETS - cost savings, reductions, etc					
1	Salary for PPT position		(29,421)		
2	Benefits for PPT position		(2,854)		
3	Transfer from Fleet Operating account		(11,641)		
Subtotal			(43,916)	-	-
<u>TOTAL OPERATING BUDGET CHANGE</u>			0	-	-
ASSOCIATED CAPITAL FUNDING		Proj. #			
1	<blank>				
2	<blank>				
3	<blank>				
<u>TOTAL ASSOCIATED CAPITAL FUNDING</u>			-	-	-
COMPLEMENTS & FTE's					
# of positions requested	(calculated field - sect. 8&9)		1.00	-	
FTE's	(calculated field - sect. 8&9)		1.00	-	
FTE reductions/offsets	(Manual Field)		0.69		
Net FTE's	(calculated field - sect. 8&9)		0.31	-	

Request Title	Filing Clerk
---------------	--------------

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title	Filing Clerk			
Estimated start date (dd-mm-yy to dd-mm-yy)	to be determined			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify term (dd mm-yy to dd-mm-yy)				
Business unit # and object code	6850001.701			
Grade level	A			
Est. starting step				

2011 Complement Annual Cost Detail

Annual full-time \$	\$34,993			34,993
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)		-	-	-
* Annual benefits (<i>calculated field</i>)	8,923	-	-	8,923
* FT contract benefits in lieu (<i>calculated field</i>)		-	-	-
Subtotal	\$ 43,916	\$ -	\$ -	\$ 43,916

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2011 Complement Annual Costs	\$ 43,916	\$ -	\$ -	\$ 43,916
---	------------------	-------------	-------------	------------------

Additional Comments:

If not approved in 2011, is to be submitted in 2012.

Request Title	Filing Clerk
---------------	--------------

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
---	-------------	-------------	-------------	-------------

Additional Comments:



2011-12 DRAFT OPERATING BUDGET

PARKS OPERATIONS

➤ FINANCIAL SUMMARY

➤ BUSINESS PLAN

➤ ADDITIONAL RESOURCE REQUEST

- Horticulture—2 F/T Park Attendants
- 2 Temporary Seasonal Employees
- Community Services Asset Management Coordinator
- Assistant Foreperson
- GPS Snow Plow Machines
- 5 Year Urban Forest Canopy (moved to 2013)
- Tent Services for Seniors (moved to 2013)

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Account Reallocati on		2011 Total Budget Variance		Budget 2012	2012 Account Reallocati on		2012 Total Budget Variance	
						Inc/(Dec)							Inc/(Dec)	
205 - Parks Design, Construct. & Mtc Revenue														
3511 Service Charges	(42,854)	(63,139)	(60,855)	(74,575)	(13,720)	0	(13,720)	22.55%	(69,553)	5,022	0	5,022	-6.73%	
3513 Investment Income	(7,124)	(5,507)	(11,000)	(11,000)	0	0	0	0.00%	(11,000)	0	0	0	0.00%	
3550 Departmental Revenues	(20,056)	(17,622)	(8,171)	(13,000)	(4,829)	0	(4,829)	59.10%	(16,120)	(3,120)	0	(3,120)	24.00%	
3568 Fines	(362)	(355)	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
3574 Rev. from Recover. Expenses	(613,715)	(456,420)	(23,995)	(23,995)	0	0	0	0.00%	(23,995)	0	0	0	0.00%	
3618 Dept. Misc. Revenues	(8,989)	(7,761)	(9,395)	(9,395)	0	0	0	0.00%	(9,395)	0	0	0	0.00%	
3790 Reserves Revenue	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
Revenue	(693,100)	(550,804)	(113,416)	(131,965)	(18,549)	0	(18,549)	16.35%	(130,063)	1,902	0	1,902	-1.44%	
Labour Accounts														
7010 Full Time	3,173,606	3,633,084	4,003,856	4,217,201	213,345	0	213,345	5.33%	4,383,067	165,866	0	165,866	3.93%	
7012 Overtime	259,470	189,609	143,311	147,665	4,354	0	4,354	3.04%	149,511	1,846	0	1,846	1.25%	
7013 Union Time	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7015 Part Time	1,605,493	1,764,840	1,594,914	1,633,655	38,741	0	38,741	2.43%	1,634,360	705	0	705	0.04%	
7017 Benefits	1,024,047	1,057,265	1,217,299	1,271,435	54,136	0	54,136	4.45%	1,333,680	62,245	0	62,245	4.90%	
7019 Burden	0	0	20	20	0	0	0	0.00%	20	0	0	0	0.00%	
Labour Account Subtotal	6,062,616	6,644,798	6,959,400	7,269,976	310,576	0	310,576	4.46%	7,500,638	230,662	0	230,662	3.17%	
Non Labour Accounts														
7100 Mileage	7,531	6,331	4,950	4,950	0	0	0	0.00%	4,950	0	0	0	0.00%	
7103 407-ETR Toll Charges	873	930	260	260	0	0	0	0.00%	260	0	0	0	0.00%	
7105 Memberships/Dues/Fees	401	180	1,480	1,480	0	0	0	0.00%	1,480	0	0	0	0.00%	
7110 Meals & Meal Allowances	6,253	4,060	1,850	1,850	0	0	0	0.00%	1,850	0	0	0	0.00%	
7115 Training & Development	28,478	22,254	21,040	21,040	0	0	0	0.00%	21,040	0	0	0	0.00%	
7120 Telephone Charges	973	161	1,680	1,680	0	0	0	0.00%	1,680	0	0	0	0.00%	
7122 Cellular Telephones	479	470	2,040	2,040	0	0	0	0.00%	2,040	0	0	0	0.00%	
7125 Subscriptions/Publications	0	0	240	240	0	0	0	0.00%	240	0	0	0	0.00%	
7130 Seminars & Workshops	1,029	1,691	3,440	3,440	0	0	0	0.00%	3,440	0	0	0	0.00%	
7135 Advertising	0	3,240	1,520	1,520	0	0	0	0.00%	1,520	0	0	0	0.00%	
7140 Promotion & Education	120	14,255	48,000	13,000	(35,000)	0	(35,000)	-72.92%	13,000	0	0	0	0.00%	
7200 Office Supplies	8,744	6,397	11,600	11,600	0	0	0	0.00%	11,600	0	0	0	0.00%	
7205 Computer Supplies	3,723	2,064	3,960	3,960	0	0	0	0.00%	3,960	0	0	0	0.00%	
7210 Office Equip. & Furniture	5,946	6,328	5,240	5,240	0	0	0	0.00%	5,240	0	0	0	0.00%	
7211 Computer Hardware/Software	11,738	9,719	39,180	36,680	(2,500)	0	(2,500)	-6.38%	36,680	0	0	0	0.00%	
7220 Copier/Fax Lease Charges	5,758	6,264	5,560	5,560	0	0	0	0.00%	5,560	0	0	0	0.00%	
7222 Printing	0	1,835	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7300 Protect. Clothing/Uniforms	34,111	41,487	38,120	38,120	0	0	0	0.00%	38,120	0	0	0	0.00%	
7315 Preventative Mtce. A	0	0	840	840	0	0	0	0.00%	840	0	0	0	0.00%	
7317 Enbridge/Consumers Gas	5,22,837	606,939	589,765	674,286	84,521	0	84,521	14.33%	760,674	86,388	0	86,388	12.81%	
7325 Janitorial Supplies	66	163	840	840	0	0	0	0.00%	840	0	0	0	0.00%	
7330 Materials and Supplies	5,72,835	679,344	515,515	560,965	15,450	30,000	45,450	8.82%	564,370	3,405	0	3,405	0.61%	
7331 Contractor & Contract. Mat.	2,645,134	1,907,892	2,253,637	2,310,882	87,245	(30,000)	57,245	2.54%	2,417,381	106,499	0	106,499	4.61%	
7335 Small Tools and Equipment	207	936	20,360	20,360	0	0	0	0.00%	20,360	0	0	0	0.00%	
7340 Machine Time	1,162,056	928,644	890,784	890,784	0	0	0	0.00%	890,784	0	0	0	0.00%	
7345 Radio Operations	3,631	3,307	4,000	4,000	0	0	0	0.00%	4,000	0	0	0	0.00%	

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011 Inc/(Dec)	2011 Account Reallocati on	2011 Total Budget Variance	Budget 2012	2012 Inc/(Dec)	2012 Account Reallocati on	2012 Total Budget Variance	%
7360 Safety Promotion	0	0	1,150	1,150	0	0	0	1,150	0	0	0	0.00%
7365 Safety Equipment	10,722	6,556	9,880	9,880	0	0	0	9,880	0	0	0	0.00%
7410 Rental, Leases - Equipment	4,638	11,153	660	660	0	0	0	660	0	0	0	0.00%
7415 Rental, Leases - Vehicles	0	0	11,040	11,040	0	0	0	11,040	0	0	0	0.00%
7520 Professional Fees	0	450	800	800	0	0	0	800	0	0	0	0.00%
7560 Gas/Diesel - Vehicles	707	106	0	0	0	0	0	0	0	0	0	0.00%
7698 Grouped Expenses	486	380	3,590	3,590	0	0	0	3,590	0	0	0	0.00%
7699 Sundry Expenses	2,913	1,944	7,720	7,720	0	0	0	7,720	0	0	0	0.00%
7700 Chgs. from Other Depts.	116,850	82,460	260,595	260,595	0	0	0	260,595	0	0	0	0.00%
7710 Internal Recoverable	(118,309)	(84,729)	(189,300)	(189,300)	0	0	0	(189,300)	0	0	0	0.00%
7712 Joint Serv. Recovery-Library	(6,119)	(8,438)	(17,030)	(17,030)	0	0	0	(17,030)	0	0	0	0.00%
7780 Trsf. to Reserves-Insurance	2,750	3,300	3,300	3,940	640	0	640	4,190	250	0	250	6.35%
7790 Trsf. to_ from Expend Res	54,382	36,980	0	0	0	0	0	0	0	0	0	0.00%
Non Labour Account Subtotal	5,091,943	4,305,053	4,558,306	4,708,662	150,356	0	150,356	4,905,204	196,542	0	196,542	4.17%
Total Expense	11,154,559	10,949,851	11,517,706	11,978,638	460,932	0	460,932	12,405,842	427,204	0	427,204	3.57%

2011 Budget Variance Comments

Full Time Increase due to pro-rated progression, economic adjustment, job evaluations, and 2010

Overtime approved ARR

Part Time Increase due to union agreement rate changes

Benefits Increase due to casual part time rate increase and permanent part time contract agreement

Promotion & Education Increase in relation to salaries change

Computer Hardware/Software Decrease due to one- time funding for urban forest canopy study in 2010 ARR

Utility Services Decrease due to one- time funding for Assistant Foreperson in 2010 ARR

Materials and Supplies Increase in rates in accordance with guidelines and volume increase due to NTCC and Sports field irrigation system.

Contractor & Contractor Mat. Increase in sodding/overseeding and reallocation from Contractor & Contractor Mat. partially offset by reallocation to Materials and Supplies

Contractor & Contractor Mat. Increase due to additional sub-divisions assumed in year, cemetery plot restoration, partially offset by reallocation to Materials and Supplies

2012 Budget Variance Comments

Full Time Increase due to pro-rated progression and economic adjustment

Overtime Increase due to union agreement rate changes

Part Time Increase due to contract agreement

Benefits Increase in relation to salary change and increase as per Guidelines

Utility Services Increase in rates in accordance with guidelines and volume increase due to NTCC

Materials and Supplies Increase due to additional premium baseball fields

Contractor & Contractor Mat. Increase due to additional sub-divisions assumed in year, and downloading of responsibility for shrub beds from Region.



Parks Operations/Forestry

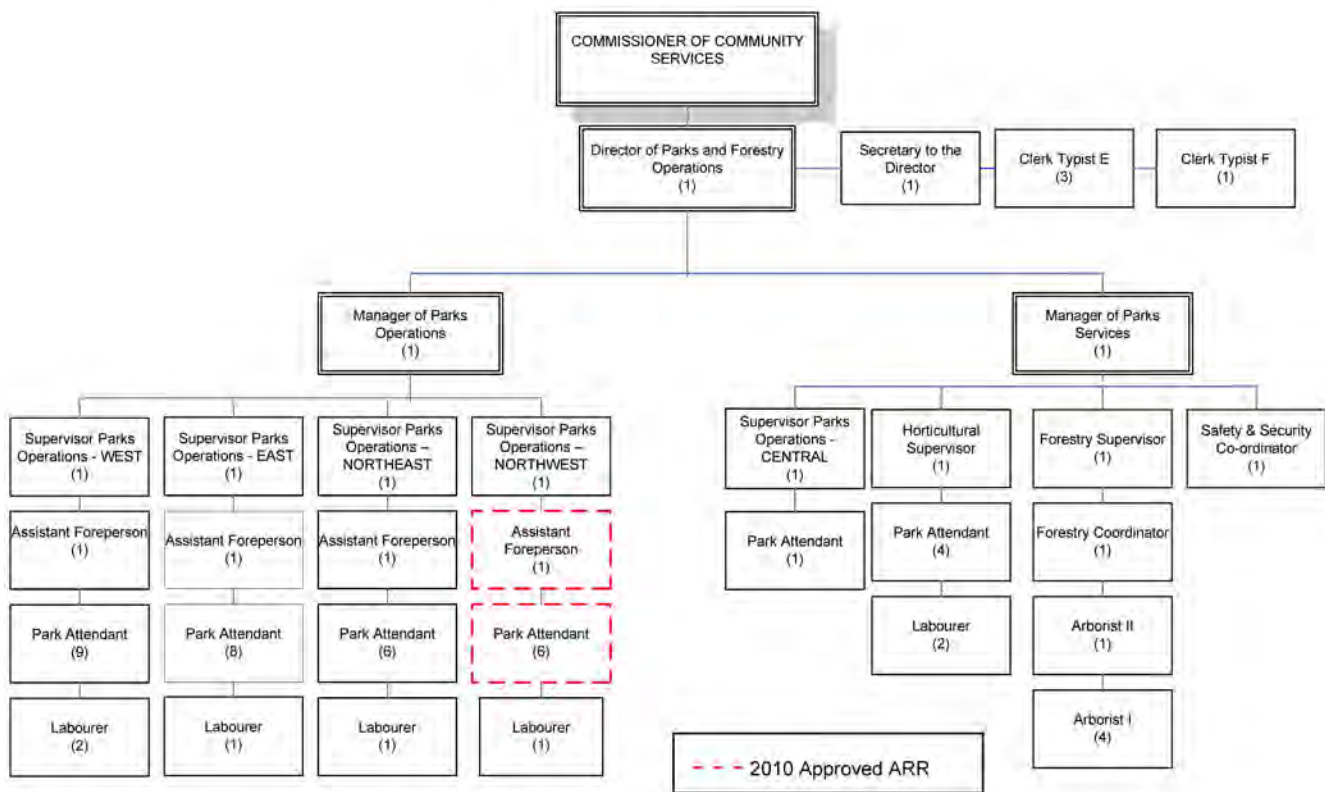
2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement: (Describe the core responsibilities for your department)

To maintain Parks and Trees, to achieve an aesthetically beautiful and consistent service delivery for our residents. In so doing, we strive to use resources in an environmentally responsible and sustainable manner.

Service Profile: (Provide the Organizational Chart for your department)



Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	62	63	64		2	
Part Time	39.67	43	43.44		1.67	1.67
Overtime	\$169,995	\$157,305	\$140,910		7,377	

Key Stakeholders: (detail major internal and external stakeholders who interact with the department—key people impacted and involved)

Mayor and City Councilors
 Ratepayers Associations and Residents
 City buildings/facilities
 Contractors/Suppliers
 Ministry of Natural Resources
 Ministry of the Environment
 Vaughan Environmental Action Committees
 Sports Groups in Vaughan

Business Community/Developers
 Region of York
 CFIA (Canadian Food Inspection Agency)
 Asian Long Horn Beetle Inter-gov't task force
 Toronto Regional Conservation Authority(TRCA)
 School Boards
 Safe City Committee
 Horticultural Societies

2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

Pursue Excellence in Service Delivery
 Enhance and Ensure Community, Safety, Health & Wellness
 Lead and Promote Environmental Sustainability
 Enhance Productivity, Cost Effectiveness and Innovation
 Maintain Assets & Infrastructure Integrity

Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

- As turf becomes weed infested, more extensive measures to remove weeds and invasive turf will be required. Artificial Turf on sports fields is an option as well as renovations
- As Ash trees decline in the COV, and demands for more trees is recognized in the Environmental Master Plan therefore additional trees will be necessary.
- Green bin waste at homes in Vaughan and Special City events occurs, ongoing efforts to introduce green bin at special events.
- Work force will need to be adaptable to all lines of Parks functions; therefore a diversified base of staff to all functions will be required.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Implement continuous improvement initiatives in Forestry to improve customer service effectiveness	2010	Quarterly calls to residents who are waiting for tree service has reduced complaints	Reduction in number of follow-up calls from residents
Implement and evaluate the effectiveness of the improved adopt-a-park program.	2010	Increase in commitment to adopt-a-park program with an increase in adoptions. Ongoing	Number of Parks adopted
Implement an inspection program for lifesaving stations through the City of Vaughan for storm water management ponds	2010	Implementation underway	Improved safety and awareness in our communities.
<u>Prior Year Business Plan Objectives /</u>	Year	Status	Outcome/Results



Parks Operations/Forestry

2011-12 Business Plan

Accomplishments:			
Implement phase 2 of the Greening Vaughan recycling initiative to include recycling all sports fields, community centers and new parks	2010	Implementation underway of phase 3	All Parks to have a means to recycle by 2011
Implement revisions to the 'adopt-a-park' brochure and include storm water management ponds	2009	New brochure to be developed in 09	Increased safety and awareness in our communities.
Develop a tree planting strategy to increase the urban tree canopy in Vaughan in addition to those already taking place in the annual tree replacement program	2009 to 2013	Study to identify areas in partnership underway	Increase trees low canopy areas
Provide quality turf to assist in the reduction of unwanted pests (weeds and insects) from being invasive. Turf maintenance is essential for longevity and sustainability.	2009	Ongoing	Reduced number of pests in turf
Provide consistent service delivery by developing a well trained Park Attendant who will address all the needs of a Park. From inspecting a playground to providing turf care practices with full knowledge and ability.	2009	Ongoing	Improved service delivery consistency
Increase community involvement with outreach programs such as: adopt a park, adopt at SWMP, tree dedication and CIB partnership initiatives, Vaughan Blooms and Curb Appeal Program.	2009	Ongoing	Increased level of community involvement
Maintain the standard of cutting grass every 12-14 days.	2009	Ongoing	Maintain service level
Clear sidewalks and parking lots within the Council approved guidelines set to ensure safety for Vaughan residents.	2009	Ongoing	Maintain service level

2011-12 Business Plan

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

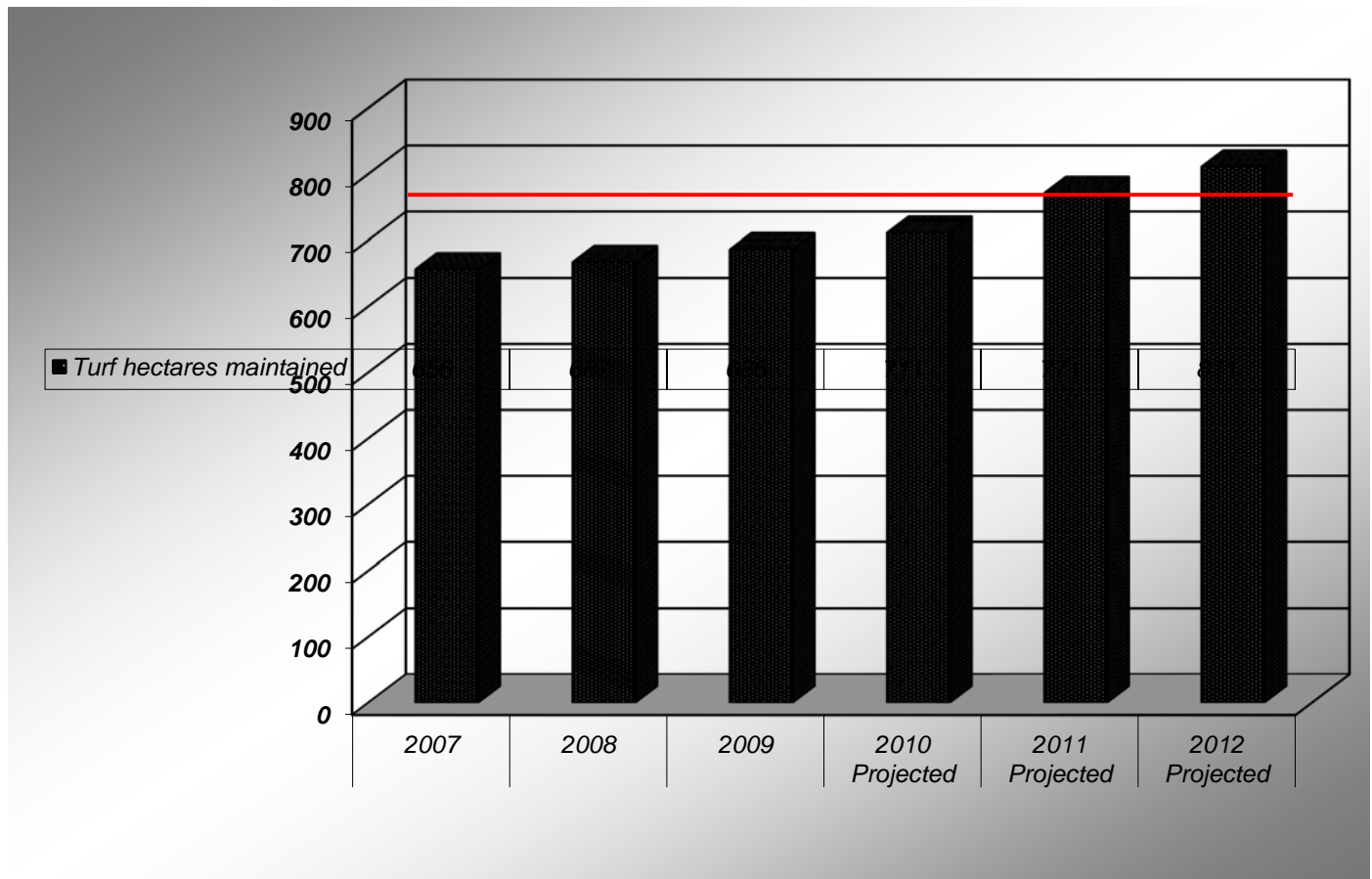
<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Top 3 Objectives)			
Improve the shrub bed pruning on all boulevards in the COV with staff who demonstrate service excellence with revised quality standards.	Q2 and Q3	Better shrub bed standards along COV streetscapes.	ARR's submitted for Full-time staff and Assistant Foreperson in the Horticultural division.
Implement GPS system to all COV vehicles to provide timely response to snow and turf cutting issues. Phase two	Q1	Provide better customer service to our residents	ARR's submitted for the addition of GPS units to service the remaining sidewalk units which will be transferable to grass cutting units.
Continue to provide service-in-kind items booked through Recreation	Q1	Service excellence to the community is main benefit and revenue generated from this service (to Recreation) is valuable	ARR submitted to allow this to continue, otherwise this service will need to be reduced from the present level.
2012 (Top 3 Objectives)			
Five Year Plan to Increase Trees was implemented in 2009 and funds are identified annually to support this initiative until 2013.	Ongoing	Meet goals set out in Environmental Master plan. Strategic Initiative #4.	ARR's reflect additional funds in 2009-2013
Develop staffing in Parks to be more adaptable to all equipment functions.	2011/12	Reduce dependency on Public Works and silo staffing	Training ongoing
Provide community involvement programs such as: Partnership plantings, Vaughan Blooms initiative and Curb Appeal.	2011/12	Enhanced community engagement	Resources will be identified in 2011

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Number of Park Turf Hectares Maintained

Definition: The number of park hectares receiving regularly scheduled turf maintenance services as per the Council approved standards



Key Conclusion:

The number of park turf hectares maintained is projected to increase by 19% for sports fields, parks, and open space from 2007 to 2012 projected. Additional crews are required to meet the current level of service

2011 – 60 more hectares

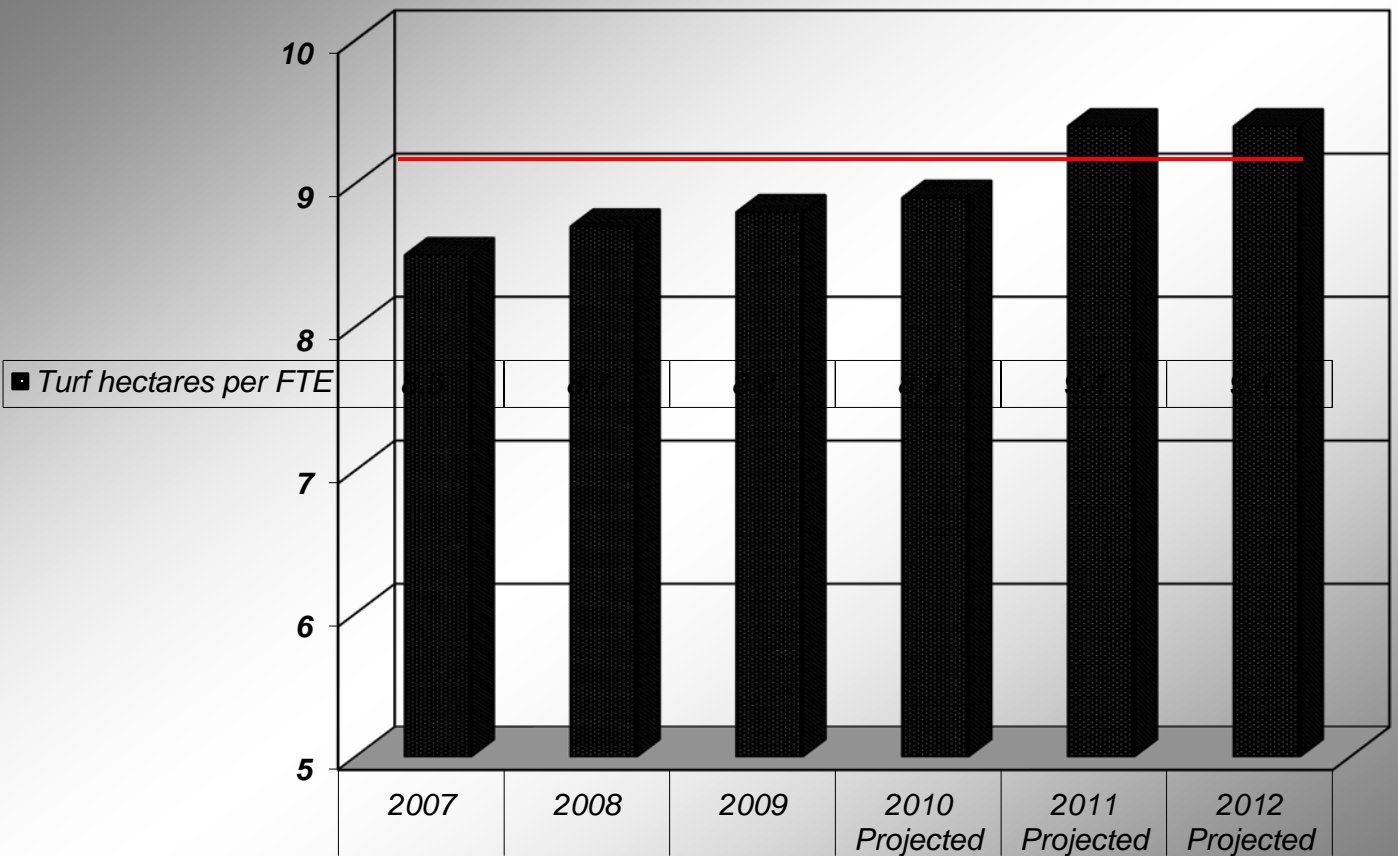
2012 – 40 more hectares

BUSINESS OVERVIEW

2011-12 Business Plan

Measure: Park Turf Hectares Maintained per FTE

Definition: The number of park turf hectares maintained per standardized FTE



Key Conclusion:

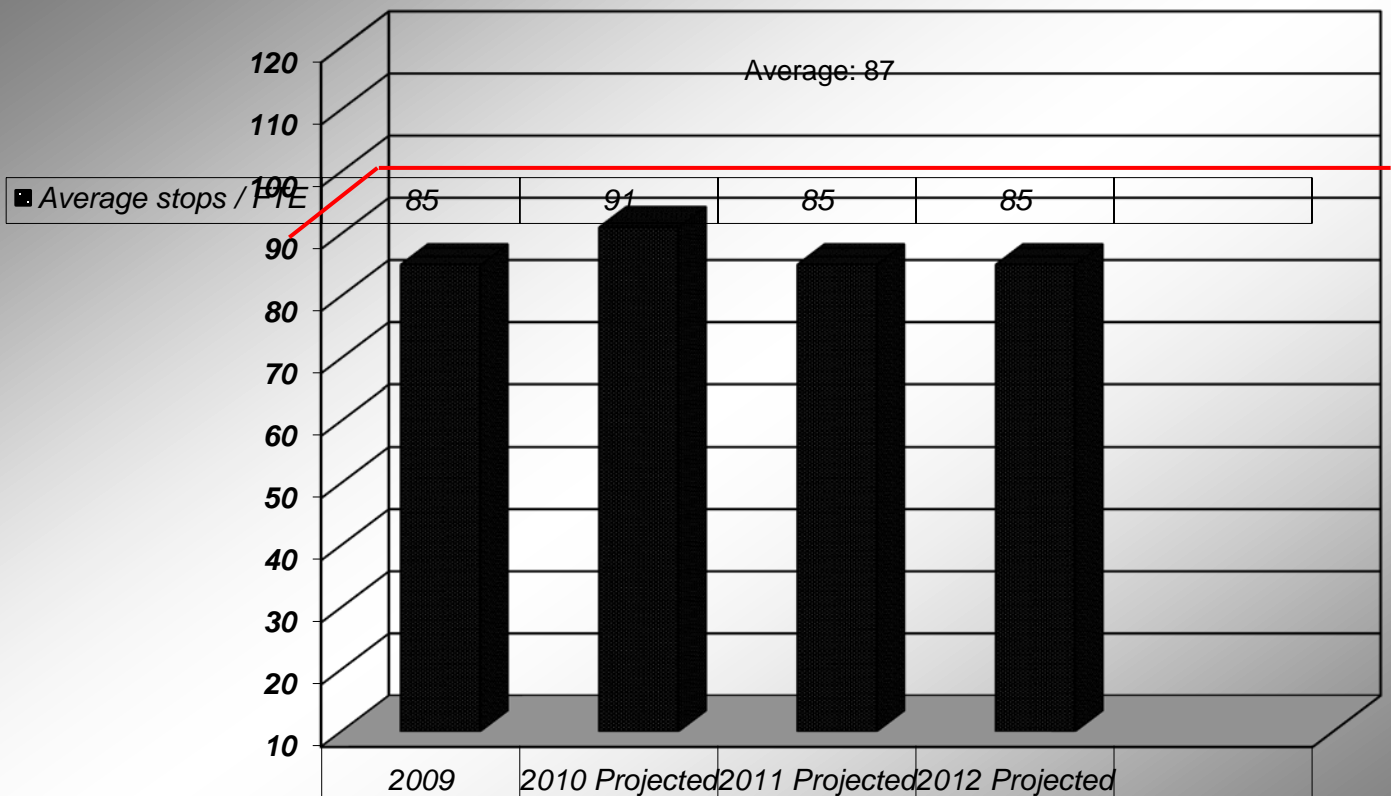
Turf crews have maintained consistency as park hectares has increased. Through better equipment staff has been able to cut more efficiently while hectares have increased. A turf crew can meet the standards at 50 hectares per crew.

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Flower Bed Stops Per Crew

Definition: The total number of Flower bed “stops” maintained per standardized crew.



Key Conclusion:

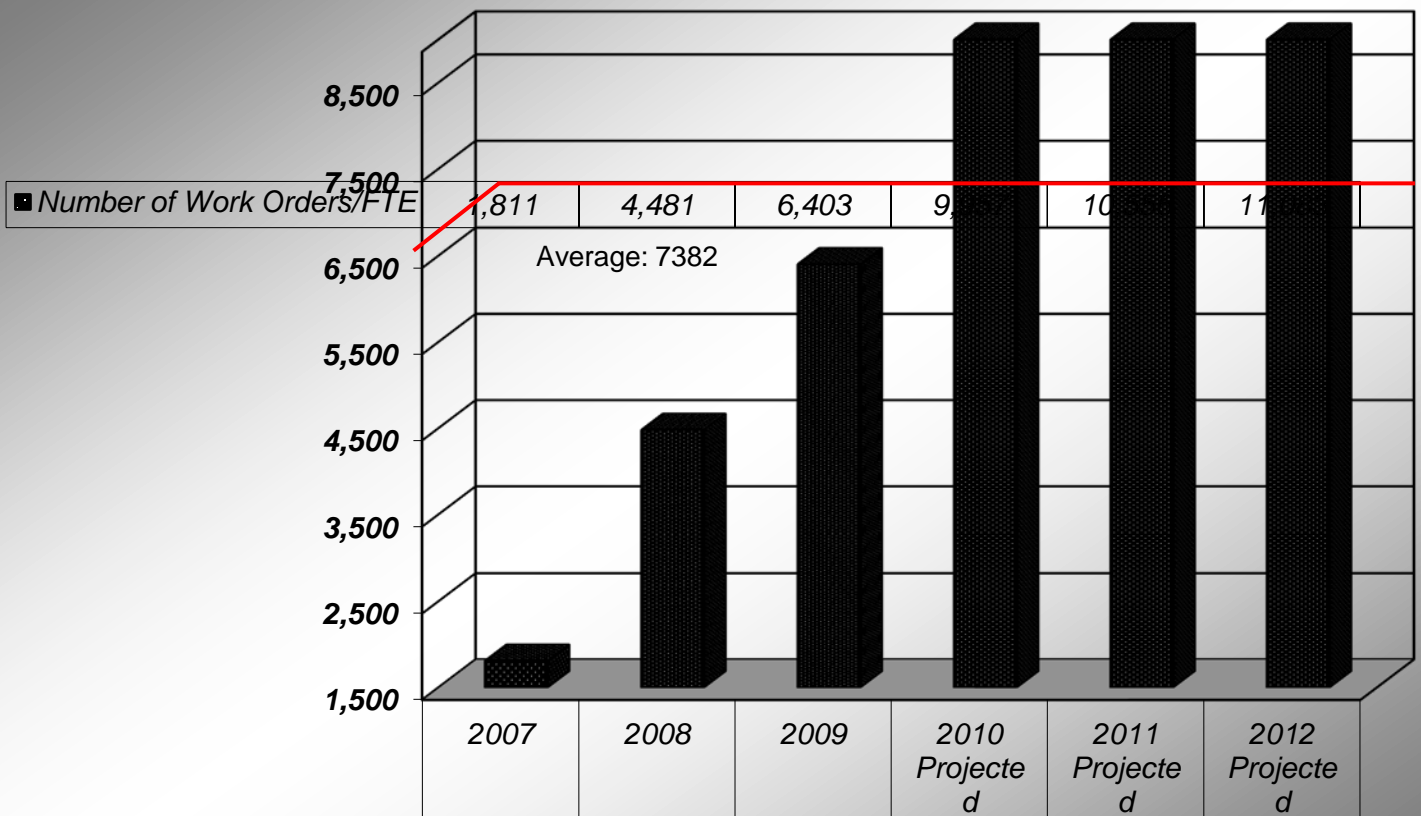
Under the continuous improvement program this measure was revised to more accurately capture the definition of a stop. In 2009 there are 8 crews. In 2011 there is potentially a large increase in the number of stops due to downloading from the Region of shrub bed maintenance. In order to meet this workload 3 additional FTE's have been requested.

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Number of Forestry Work Orders Generated for Parks/Forestry per FTE

Definition: The total number of Forestry Work Orders generated per standardized FTE



Key Conclusion:

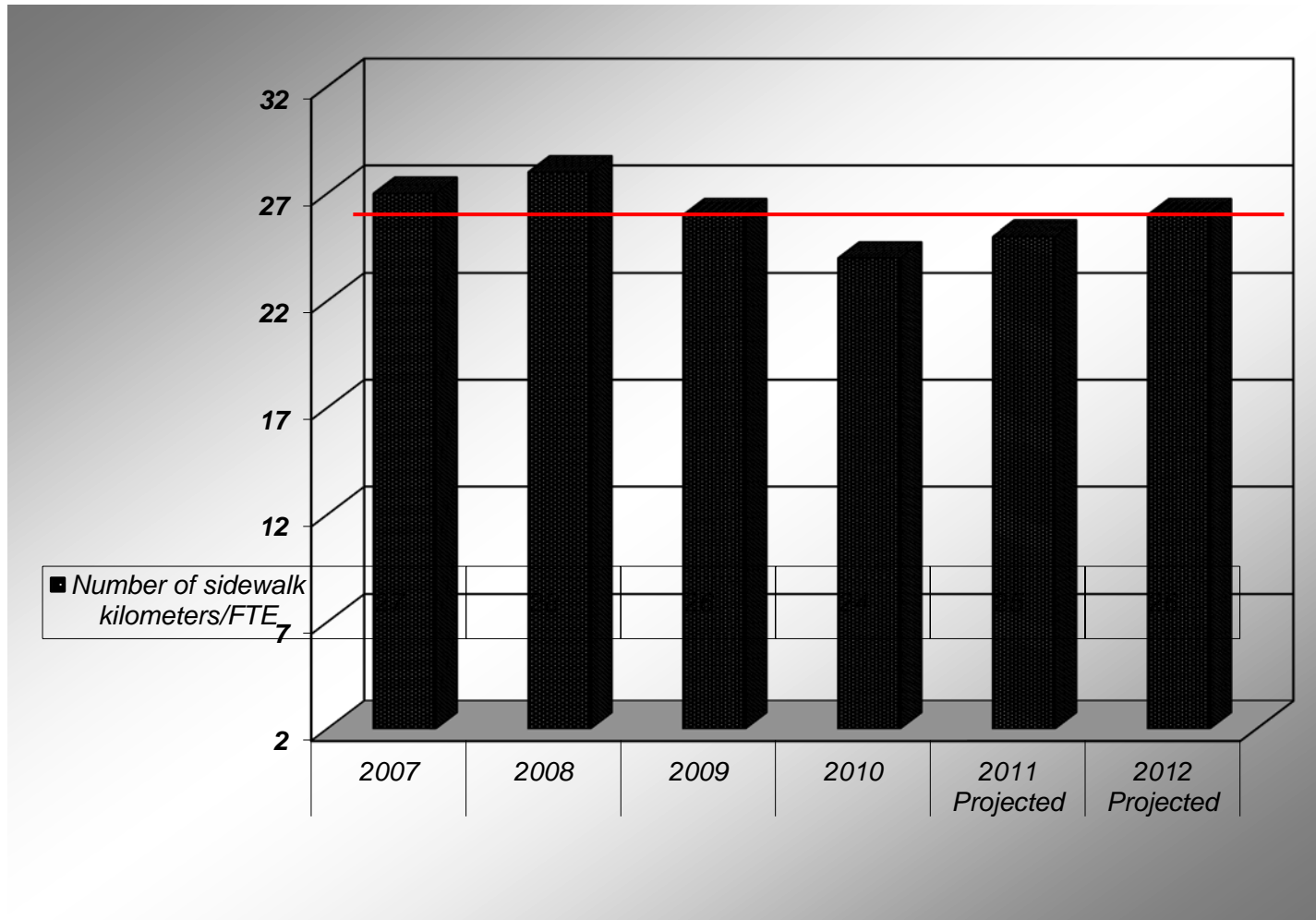
The number of Work Orders generated per FTE in Forestry has increased from 2007. The Department experienced a large amount of backlog in the number of work orders which were processed in 2009. Starting in 2008 the process was revised to identify each site visit until it is closed. Work orders are recorded for each visit to resolve the issue beginning with a site inspection.

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Number of sidewalk snow clearing kilometers per FTE

Definition: The total number of sidewalk snow clearing kilometers per FTE



Key Conclusion:

To maintain current levels of sidewalk snow clearing standards, the average should be 24km/route.

Notes about the Measure:

There are projected to be 37 FTE's with 37 routes involved in the sidewalk snow clearing operation by 2012. In 2012 there will be 965 kilometers of sidewalk



Parks Operations/Forestry

2011-12 Business Plan

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

There is annual growth in parks, floral landscapes trees and sidewalks that require maintenance at the approved levels of service. In addition, new services are being offered to the community that require preparation and inventory such as: trees, flowers, green bins, and bleacher and show mobile delivery for out of town events.

The business plan highlights these keys activities, as well as providing ongoing repairs to the City's infrastructure. Staff continues to review and revised procedures and process to increase efficiency. This includes equipment and technology.

Commissioner Sign-off

Date (mm/dd/yy)



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (If applicable)
Department **Business Unit Name**

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	2.00	-	2.00	-	2.00
Net FTE's	2.00	-	2.00	-	2.00
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	124,686	-	124,686	-	124,686
Other continuous costs	20,500	-	20,500	-	20,500
One-time expenses	200	(200)	-	-	-
Offsets/reductions	(100,176)	-	(100,176)	-	(100,176)
Net Operating Budget	\$ 45,210	\$ (200)	\$ 45,010	\$ -	\$ 45,010
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

2 additional full-time Park Attendants will be required to complete boulevard and entry feature shrub maintenance city-wide (including Regional roads). This service was originally part of the Boulevard Maintenance Contract. York Region no longer participates in the Boulevard Maintenance Contract and does not maintain shrub beds on the regional roads; therefore we will need staff resources to maintain these shrub beds. The cost of these positions will be offset by reducing the Boulevard Maintenance Contract and removing shrub bed maintenance from the scope of work. This will also result in a reduced unit cost for boulevard grass cutting. The 2 additional staff will be part of a shrub bed maintenance crew which will be overseen by the Horticulture Supervisor.

Milestones or Deliverables	Timelines	Comments

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

NO

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Horticulture - 2 Full-time Park Attendants
----------------------	---

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Service Excellence					General Correlation	excellence in	

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

Pursue excellence in service delivery. Ensure and enhance community safety and wellness.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The added service level within the Horticulture section will increase the operational requirements significantly. Currently the section maintains horticultural features throughout the city. The additional of boulevard shrub beds will increase the section's scope of work by approximately 25%.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

The additional staff will ensure that shrubs beds on regional and municipal boulevards and at entry features will be maintained to our standards. The Horticulture section currently maintains floral features throughout the City and have the expertise to maintain shrub beds. The Horticulture section is also actively involved in a perennial propogating program. The new shrub crew will not only maintain the existing beds to our standards but also be able to improve the beds with the addition of hardy perennials produced in-house. The cost of these additional staff will be offset by removing shrub bed maintenance which in the past was paid for by York Region from the Boulevard Contract.

5) Alternatives

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

Currently the Horticulture section would not be able to absorb this increased scope of work to maintain boulevard shrub beds. The alternative would be to keep this service as part of the boulevard maintenance contract which will increase the cost of the contract substantially. Contractors have failed to maintain the shrubs beds to our standards and are not able to improve upon the beds within the scope of the contract.

Request Title	Horticulture - 2 Full-time Park Attendants
----------------------	---

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

Boulevard shrub beds will not be maintained to a consistent maintenance standard. Cost for maintaining the beds will be incurred within the Boulevard Maintenance contract which will also increase our cost for grass cutting. Existing shrubs beds will not be improved upon (i.e. no notable landscape improvements which is essential for the older beds that are in need of upgrading).

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Current status of compliance:

Comments

It is required under CPTED and Ministry of Transportation regulations that plantings in sight triangles, walkways & roadways be maintained to ensure visibility / safety for pedestrian and vehicular traffic.

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

Shrub beds and entry features would not be maintained to City of Vaughan standards; therefore visibility concerns at intersections and along walkways would be hazardous to the public.

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

Shrub beds will not be maintained to City standards resulting in numerous complaints.

Request Title	Horticulture - 2 Full-time Park Attendants			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	99,351	-
2	* Benefits	(See sect. 8&9)	25,335	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	20,500	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal			145,186	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	200	(200)
2	<blank>			
3	<blank>			
Subtotal			200	(200)
OFFSETS - cost savings, reductions, etc				
1	Bldv/Shrub Bed Maintenance Contract	6810385.7331 /	(100,176)	
2	<blank>			
3	<blank>			
Subtotal			(100,176)	-
TOTAL OPERATING BUDGET CHANGE			45,210	(200)
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)		2.00	-
FTE's	(calculated field - sect. 8&9)		2.00	-
FTE reductions/offsets	(Manual Field)		-	-
Net FTE's	(calculated field - sect. 8&9)		2.00	-

Request Title	Horticulture - 2 Full-time Park Attendants
----------------------	---

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title	Park Attendant			
Estimated start date (dd-mm-yy to dd-mm-yy)	1/1/2011			
# of positions requested	1.00	1.00		2.00
Full-time equivalents (FTEs)	1.00	1.00		2.00
Position type	Full-time	Full-time		
Position agreement classification	Cupe Hourly	Cupe Hourly		
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code	6810352.7002 (80%) 6810453.7002 (20%)	6810352.7002 (80%) 6810453.7002 (20%)		
Grade level	E	E		
Est. starting step	1	1		

2011 Complement Annual Cost Detail

Annual full-time \$	47,741	47,741		95,482
Annual part-time \$				-
Annual shift premiums, etc	500	500		1,000
Annual overtime \$	1,435	1,435		2,869
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	12,667	12,667	-	25,335
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ 62,343	\$ 62,343	\$ -	\$ 124,686

Continuous costs		(BU & Acct #.)			
1)	Machine Time	6810352.7340 /	20,000		20,000
2)	Train. & Membership	6810001.7105 /	500		500
3)					-
4)	<blank>				-
Subtotal			\$ 20,500	\$ -	\$ 20,500

One-time costs		(BU & Acct #.)			
1)	Computer equip.				-
2)	Office equip.				-
3)	Other	6810001.7300 /	100	100	200
Subtotal			100	100	- 200

Total 2011 Complement Annual Costs	\$ 82,943	\$ 62,442.75	\$ -	\$ 145,386
---	------------------	---------------------	-------------	-------------------

Additional Comments:

Request Title	Horticulture - 2 Full-time Park Attendants
----------------------	---

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
---	-------------	-------------	-------------	-------------

Additional Comments:



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary

Department **Business Unit Name**

Request Title

Annual Budget Change Summary					
Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	2.00	1.00	3.00	-	3.00
Net FTE's	1.60	0.80	2.40	-	2.40
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	70,533	35,266	105,799	-	105,799
Other continuous costs	-	-	-	-	-
One-time expenses	-	-	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 70,533	\$ 35,266	\$ 105,799	\$ -	\$ 105,799
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

In 2011, two seasonal temporary employees are required to support the increase of new parkland. Parks will assume an additional 14.89 hectares for maintenance in 2011 with an operating impact of \$168,257.

In addition, during the winter months an increase of 48km of new sidewalk that requires snow plowing in 2011 will be added to winter operations. The staff will also support the separate collection of green bin waste at Service in Kind events as a continuation of the Recycling initiative with Greening Vaughan.

Labor costs for Service In Kind exceeded the budget value in 2008/2009 due to staff working additional hours to maintain service levels. This is a direct result of lack of staff to maintain standards in the operations. Annually SIK's have grown and exceeded budget funding and reallocation of funds has been required, an example is in 2005 171 SIK's were completed consisting of 304 bookings and in 2010 230 SIK's are expected to be completed consisting of an estimated 650 bookings. Reallocation has occurred in the past and we cannot continue to remove funding from other activities.

In 2012, one seasonal temporary employee is required to support the increase of new parkland. Parks will assume an additional 22.54 hectares for maintenance in 2012 with an operating impact of \$254,702.00.

In addition during the winter months an estimated increase of 50km of new sidewalk that requires snow plowing will be added in 2012 to winter operations

Milestones or Deliverables	Timelines	Comments
Staff acquisition	Q2 - 2011	
Staff acquisition	Q2 - 2012	

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Temporary Seasonal Employees
---------------	------------------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Service Excellence					General Correlation	Pursue excellence in service delivery	

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

The addition of 3 seasonal laborers allows the parks department to continue to pursue excellence in service delivery.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

Sidewalk snow clearing demands are increasing to maintain current service levels as shown on business plan. Hectares per FTE to maintain are steadily increasing as new parks are approved and staff will support the separate collection of green bin waste at Service in Kind events.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

Hiring 3 temporary staff will be more efficient as we are maximizing the work load for staff at the necessary times and for the necessary initiatives.

5) Alternatives

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

Request Title	Temporary Seasonal Employees
----------------------	-------------------------------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

If this request is not approved the residents and community will be affected because sidewalks will not be safe to walk on and grass and weeds will be unsightly if not cut on rotation. Staff that constantly works overtime is tired and less alert when plowing additional kilometers due to increase in route size and also to plow routes for co-workers that do not come to work. Community groups will not be able to effectively utilize the green bins services to be offered through the Service in Kind program and will the department will fail to execute approved service standards.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.) _____

What are the compliance requirements? _____

Current status of compliance: _____

Comments

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

The City of Vaughan is responsible for protecting the health and well being of all residents and visitors utilizing city properties. The risk of personal injury or death resulting from falling on city owned sidewalks would be minimized by the provision of temporary staff to maintain the sidewalks. In addition, if a resident or visitor to the City of Vaughan is injured or loss of life occurs as a result of a slip & fall on icy or snow covered sidewalks, the probability of litigation would be great and the city's insurance premiums would be impacted.

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggressor

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Parks will not get cut, sidewalks will not be cleared and recycling initiatives will not be executed as per the approved service level.

Current service level vs. target

Request Title	Temporary Seasonal Employees			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	64,297	32,148
2	* Benefits	(See sect. 8&9)	6,236	3,118
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		70,533	35,266	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-
2	<blank>			
3	<blank>			
Subtotal		-	-	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
<u>TOTAL OPERATING BUDGET CHANGE</u>		70,533	35,266	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
<u>TOTAL ASSOCIATED CAPITAL FUNDING</u>		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	2.00	1.00	
FTE's	(calculated field - sect. 8&9)	1.60	0.80	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	1.60	0.80	

Request Title	Temporary Seasonal Employees			
8) 2011 Complement Details				
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.				
2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Seasonal Labor			
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested	1.00	1.00		2.00
Full-time equivalents (FTEs)	0.80	0.80		1.60
Position type	Part-time	Part-time		
Position agreement classification	Contract	Contract		
If contract, specify term (dd-mm-yy to dd-mm-yy)	10 month	10 month		
Business unit # and object code	6810331(15%) /453(15%) /393 (80%).7015	6810331(15%) /453(15%) /393 (80%).7015		
Grade level	A	A		
Est. starting step	1	1		
2011 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$	30,912	30,912		61,824
Annual shift premiums, etc				-
Annual overtime \$	-			-
* PT vacation pay (<i>calculated field</i>)	1,236	1,236		2,473
* Annual benefits (<i>calculated field</i>)	3,118	3,118		6,236
* FT contract benefits in lieu (<i>calculated field</i>)	-	-		-
Subtotal	\$ 35,266	\$ 35,266	\$ -	\$ 70,533
Continuous costs	<i>(BU & Acct #.)</i>			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal	-	-	-	-
Total 2011 Complement Annual Costs	\$ 35,266	\$ 35,266.48	\$ -	\$ 70,533
Additional Comments: Staff rates are calculated as follows; 40 weeks per year (40hrs/week) or 1600 hrs X \$19.32/hr = \$30,912.00 X 2 = \$61,824.00				

Request Title	Temporary Seasonal Employees			
9) 2012 Complement Details				
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.				
2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Seasonal Labor			
Estimated start date	Q2			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	0.80			0.80
Position type	Part-time			
Position agreement classification	Contract			
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #	6810331(15%)/453(15%) /393 (80%).7015			
Grade level	A			
Est. starting step	1			
2012 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$	30,912			30,912
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	1,236	-	-	1,236
* Annual benefits (calculated field)	3,118	-	-	3,118
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 35,266	\$ -	\$ -	\$ 35,266
Continuous costs	(BU & Acct #.)			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal	-	-	-	-
Total 2012 Complement Annual Costs	\$ 35,266	\$ -	\$ -	\$ 35,266
Additional Comments: Staff rates are calculated as follows: 40 weeks per year (40hrs/week) or 1600 hrs X \$19.32/hr = \$30,912.00				



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (If applicable)
Department **Business Unit Name**

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	72,088	-	72,088	-	72,088
Other continuous costs	20,500	-	20,500	-	20,500
One-time expenses	5,200	(5,200)	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 97,788	\$ (5,200)	\$ 92,588	\$ -	\$ 92,588
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

The Horticulture Section of the Parks and Forestry Operations Department has grown to the point that a full-time Assistant Foreperson position is required. In order to adequately supervise and oversee staff daily in this city-wide operation, an assistant position is required. The Horticulture section will also be taking on the new responsibility of boulevard and entry feature shrub bed maintenance. This additional service level will require additional management staff to over-see the staff and also to visit staff daily in the field as required by the MOL and recommended by our HR Workplace Health and Safety representative.

Milestones or Deliverables	Timelines	Comments

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

NO

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Assistant Foreperson
----------------------	-----------------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Service Excellence					General Correlation	Pursue excellence in service delivery	

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

Pursue excellence in service delivery. Ensure and enhance community safety and wellness.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The number of full-time and temporary Horticulture staff has grown as the section's area of responsibility and number of maintenance stops (ie watering/weeding/etc.) has increased. The section has not had a full-time assistant foreperson in the past. With the addition of the boulevard shrub bed maintenance responsibilities, additional staffing will be necessary. As well, the operational requirements of shrub bed maintenance require winter & early Spring operational activities which will increase the winter duties of the Horticulture section.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

The assistant foreperson is responsible for monitoring quality and assurance and assisting with staff support and inspections. They are also able to represent the supervisor and provided necessary back-up when required. The assistant foreperson will also ensure that staff are being supervised in the field during their regular daily operations. This is particularly important for a city-wide operation.

5) Alternatives

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

For the past 3 years, a full-time Horticulture staff member has been re-classed to an assistant position from May - Oct. Although this provides some assistance to the Supervisor, it also results in a reduced work force for the section during this time period. With the addition of the shrub bed maintenance to the Horticulture section's responsibility, a permanent full-time Assistant Foreperson is required. This would be consistent with the staffing of the other parks districts.

Request Title	Assistant Foreperson
----------------------	-----------------------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

If the request is not approved, the Horticulture Supervisor will not be able to adequately oversee the operations of the sections. This may result in a reduced service level within the Horticulture section as they will not be able to maintain their maintenance standards.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Current status of compliance:

Comments

In accordance with WHIMIS and the Ministry of Labour, staff must be supervised and seen daily in the field. With the current staffing, the Horticulture Supervisor alone will not be able to comply.

Future compliance (2011 & 2012) will not be met.

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

The Horticulture Supervisor would not be able to adequately supervise staff in the field as required by Ministry of Labour.

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

Staff would not be efficient in their job duties therefore standards will be compromised.

Request Title	Assistant Foreperson			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	57,441	-
2	* Benefits	(See sect. 8&9)	14,647	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	20,500	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		92,588	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	5,200	(5,200)
2	<blank>			
3	<blank>			
Subtotal		5,200	(5,200)	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		97,788	(5,200)	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	1.00	-	
FTE's	(calculated field - sect. 8&9)	1.00	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	1.00	-	

Request Title	Assistant Foreperson
---------------	----------------------

8) 2011 Complement Details

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.

2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Assitant Foreperson			
Estimated start date (dd-mm-yy to dd-mm-yy)	1/1/2011			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Hourly			
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code	6810352.7002			
Grade level	F			
Est. starting step	1			

2011 Complement Annual Cost Detail

Annual full-time \$	53,553			53,553
Annual part-time \$				-
Annual shift premiums, etc	1,500			1,500
Annual overtime \$	2,388			2,388
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	14,647	-	-	14,647
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 72,088	\$ -	\$ -	\$ 72,088

Continuous costs	(BU & Acct #.)			
1) Machine Time	6810352.7340 /	20,000		20,000
2) Train. & Membership	6810001.7105 /	500		500
3)				-
4) <blank>				-
Subtotal		\$ 20,500	\$ -	\$ 20,500

One-time costs	(BU & Acct #.)			
1) Computer equip.	6810001.7205 /	2,500		2,500
2) Office equip.	6810001.7210 /	2,500		2,500
3) Other	6810001.7300 /	200		200
Subtotal		5,200	-	5,200

Total 2011 Complement Annual Costs	\$ 97,788	\$ -	\$ -	\$ 97,788
---	------------------	-------------	-------------	------------------

Additional Comments:

Capital Submission for vehicle

Request Title	Assistant Foreperson
---------------	----------------------

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
---	-------------	-------------	-------------	-------------

Additional Comments:



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (If applicable)

Department **Business Unit Name**

Request Title **GPS - Sidewalk Snow Plow Machines / Turf Equipment / Vehicles**
Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	-	-	-	-	-
Net FTE's	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	-	-	-	-	-
Other continuous costs	-	42,723	42,723	-	42,723
One-time expenses	-	-	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ -	\$ 42,723	\$ 42,723	\$ -	\$ 42,723
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

The second phase of adding 40 Global Positioning System (GPS) units including the supply of all hardware/software and ongoing monthly lease fees to be installed in snow clearing machines and summer maintenance equipment. In 2010, Parks Operations completed a pilot project to evaluate the GPS service for snow removal and summer equipment. Much like the Public works vehicles, the results proved to be beneficial to the organization.

16 GPS units were introduced into the fleet of snow clearing equipment, the results were excellent and staff was able to offer accurate detail to residents inquiring about sidewalk snow clearing. Furthermore, staff is able to produce accurate records to the clerks department while investigating slip and fall claims against the city.

- GPS is an advanced, customizable real-time Internet-based GPS fleet management solution. The system provides the following benefits:
- A customizable browser-based application with sophisticated hardware (and firmware) that can be modified to address an endless variety of specific business issues.
 - Live dispatch map for all the vehicles in service and permanent history of vehicle activity
 - Use of COV maps integrated into the system
 - Wide range of custom management reports that can be used as accurate detailed information supporting maintenance activities in the event of a slip and fall claim
 - Accurate detailed information when answering to resident inquiries.

The installation of these units will be utilized throughout the year; the units are transferable from one unit to another and can therefore be utilized for both summer and winter operations.

The equipment is supplied to the city through a vendor on a lease to own basis, the units are upgradeable as new technologies become available but do have a life span of approximately 10 years. After the 5-year lease to own is completed, the monthly lease rates are reduced by \$17.09 per unit/month.

Milestones or Deliverables	Timelines	Comments
Set up and installation	Q1	

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

Both Public Works Department and By-law/Enforcement Department utilize this technology within their fleets. The same supplier supplies the systems and the City of Vaughan receives preferred pricing based on the volume currently used.

Request Title	GPS - Sidewalk Snow Plow Machines / Turf Equipment / Vehicles
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Service Excellence					General Correlation	excellence in	

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

The GPS resources will allow the Parks Department to continue to pursue excellence in service delivery. Additional funding for GPS will allow the department to manage its fleet more effectively as well as support the city with factual data in cases of claims against the city.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

Sidewalk snow clearing is an essential city service; these GPS units allow the department to manage its operation more effectively and will dramatically improve data collection and record keeping for future reference.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

GPS units will increase efficiency and provide cost savings by providing accurate details of activities performed; this allows the department to better manage its fleet. Accurate data collection from these units will assist in future litigation against the city in all cases submitted for slip and falls

GPS provides operations staff with an effective means of reviewing the work completed, without the GPS system parks would have to hire another supervisor for the season to ensure every sidewalk is plowed. Even with the addition of a supervisor for this position, the results will not be as instant or accurate. The GPS system collects data that is accurate and detailed ensuring that approved service levels are completed.

5) Alternatives

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

There are no effective alternatives that provide the kind of results that GPS can; this system is the only way to get live information to the residents when inquiring about operations. Furthermore the data collected and stored, is an accurate and factual description of the activities completed and will be used in the event of litigation.

The alternative in relation to supervision and ensuring all sidewalks are completed during a snow event would be to hire another full time supervisor for the season. The supervisor would be tasked with ensuring every sidewalk is plowed/salted. However, the addition of a supervisor including a vehicle for this position will not provide the accurate results and factual data collected by the GPS system. This option is also more costly and does not provide the same accurate information required in the event of litigation.

Request Title	GPS - Sidewalk Snow Plow Machines / Turf Equipment / Vehicles	
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.	
6) Implications/Consequences (if request not approved)		
A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)		
Both staff and residents will be affected if the request is not approved, staff will continue to spend time and money researching and producing inaccurate records to support claims.		
B) Please check off how the request relates to the following:		
Legislative/Regulatory Requirement		
<input type="checkbox"/> None <input checked="" type="checkbox"/> Little consequence of non compliance <input type="checkbox"/> Significant external repercussion/penalty		
Please specify:		
Specific Legislation (i.e.... Act/Regulation/etc.)		_____
What are the compliance requirements?		Comments Currently Parks Operations is using this system on selected units. The ability to have a system to track the safety of staff and adherence to plowing operations has proven to be effective.
Current status of compliance:		_____
Probability of Litigation and/or Health & Safety Issues		
<input type="checkbox"/> None <input type="checkbox"/> Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring <input type="checkbox"/> Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty <input checked="" type="checkbox"/> Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address		
		Comments Factual data from the GPS tracking system will support the City of Vaughan in slip and fall claims, this will have a direct benefit in instances of litigation.
		Probability of Risk <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High
Core City Service Disruption		
<input type="checkbox"/> None <input type="checkbox"/> Service provided with minor internal issues -slight inconvenience <input checked="" type="checkbox"/> Intermittent service level impact - some public/client complaints/frustration <input type="checkbox"/> Service failure - constant public/client complaints/aggression		
BRIEFLY DESCRIBE IMPACT:		To ensure adequate monitoring of the sidewalk snow removal operation is essential.
Issues, Objectives, etc.		
Current service level vs. target		

Request Title	GPS - Sidewalk Snow Plow Machines / Turf Equipment / Vehicles			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	-
2	* Benefits	(See sect. 8&9)	-	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	Monthly service - 17.09 per unit + On-going data/wireless fees - \$48.00 per month	6810456		31,243
5	Annual continuous fee to transfer GPS systems from winter to summer equipment	6810456		11,480
6	<blank>			
7	<blank>			
Subtotal		-	42,723	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-
2	<blank>			
3	<blank>			
Subtotal		-	-	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
<u>TOTAL OPERATING BUDGET CHANGE</u>		-	42,723	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
<u>TOTAL ASSOCIATED CAPITAL FUNDING</u>		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	-	-	
FTE's	(calculated field - sect. 8&9)	-	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	-	-	

Request Title	GPS - Sidewalk Snow Plow Machines / Turf Equipment / Vehicles			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
8) 2011 Complement Details				
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.				
2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				
2011 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)		-	-	-
* Annual benefits (calculated field)		-	-	-
* FT contract benefits in lieu (calculated field)		-	-	-
Subtotal	\$	- \$	- \$	- \$
Continuous costs	(BU & Acct #.)			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$	- \$	- \$	- \$
One-time costs	(BU & Acct #.)			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal		-	-	-
Total 2011 Complement Annual Costs	\$	- \$	- \$	- \$
Additional Comments:				

Request Title	GPS - Sidewalk Snow Plow Machines / Turf Equipment / Vehicles			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
9) 2012 Complement Details				
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.				
2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				
2012 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	<i>(BU & Acct #.)</i>			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal	-	-	-	-
Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				



2011-12 DRAFT OPERATING BUDGET

PARKS DEVELOPMENT

- FINANCIAL SUMMARY
- BUSINESS PLAN

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Account		2011 Total Budget		Budget 2012		2012 Account		2012 Total Budget		
						Budget 2011	Budget 2011	Inc/(Dec)	Reallocati on	Variance	Variance	Budget 2012	Budget 2012	Inc/(Dec)	Reallocati on	Variance
206 - Parks Development																
Revenue																
3522 Trsf. fm Res. & Res. Funds	(478,900)	(488,613)	(488,613)	(476,882)	11,731	0	11,731	0	11,731	-2.40%	(492,404)	0	(15,519)	0	(15,519)	3.25%
3524 Trsf. from Capital Fund	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
Revenue	(478,900)	(488,613)	(488,613)	(476,882)	11,731	0	11,731	0	11,731	-2.40%	(492,404)	0	(15,519)	0	(15,519)	3.25%
Labour Accounts																
7010 Full Time	777,457	733,286	759,639	789,067	29,428	0	29,428	0	29,428	3.87%	831,433	0	42,366	0	42,366	5.37%
7012 Overtime	2,092	1,245	6,990	7,200	210	0	210	0	210	3.00%	7,290	0	90	0	90	1.25%
7015 Part Time	29,416	41,137	53,805	58,155	4,350	0	4,350	0	4,350	8.08%	58,840	0	685	0	685	1.18%
7017 Benefits	201,520	178,834	200,495	208,349	223,406	0	7,854	0	7,854	3.92%	223,406	0	15,057	0	15,057	7.23%
7019 Burden	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
Labour Account Subtotal	1,010,485	954,502	1,020,929	1,062,771	257,394	0	41,842	0	41,842	4.10%	1,120,969	0	58,198	0	58,198	5.48%
Non Labour Accounts																
7100 Mileage	1,668	2,138	730	730	0	0	0	0	0	0.00%	730	0	0	0	0	0.00%
7103 407-ETR Toll Charges	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7105 Memberships/Dues/Fees	4,423	2,797	3,880	4,080	0	200	200	200	5.15%	4,080	0	0	0	0	0	0.00%
7110 Meals & Meal Allowances	29	147	450	250	0	(200)	(200)	(200)	-44.44%	250	0	0	0	0	0	0.00%
7115 Training & Development	2,534	1,504	2,770	2,770	0	0	0	0	0.00%	2,770	0	0	0	0	0	0.00%
7122 Cellular Telephones	634	113	0	0	0	0	0	0	0.00%	0	0	0	0	0	0	0.00%
7125 Subscriptions/Publications	190	66	240	100	0	(240)	(240)	(240)	-100.00%	100	0	0	0	0	0	0.00%
7126 Mailings	59	73	190	100	0	(90)	(90)	(90)	-47.37%	100	0	0	0	0	0	0.00%
7130 Seminars & Workshops	660	449	500	500	0	0	0	0	0.00%	500	0	0	0	0	0	0.00%
7135 Advertising	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0	0.00%
7200 Office Supplies	3,620	2,423	3,635	3,635	0	0	0	0	0.00%	3,635	0	0	0	0	0	0.00%
7203 Drafting Supplies	3,473	2,797	960	3,160	0	2,200	2,200	2,200	229.17%	3,160	0	0	0	0	0	0.00%
7205 Computer Supplies	2,737	1,955	980	2,480	0	1,500	1,500	1,500	153.06%	2,480	0	0	0	0	0	0.00%
7210 Office Equip. & Furniture	348	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0	0.00%
7211 Computer Hardware/Software	30,552	6,253	9,000	7,500	0	(1,500)	(1,500)	(1,500)	-16.67%	7,500	0	0	0	0	0	0.00%
7215 Mtce. & Repairs - Equip.	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0	0.00%
7220 Copier/Fax Lease Charges	6,174	7,492	6,900	4,700	0	(2,200)	(2,200)	(2,200)	-31.88%	4,700	0	0	0	0	0	0.00%
7222 Printing	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0	0.00%
7300 Protect. Clothing/Uniforms	193	0	300	300	0	0	0	0	0.00%	300	0	0	0	0	0	0.00%
7315 Preventative Mtce. A	8,632	7,366	4,940	5,270	0	330	330	330	6.68%	5,270	0	0	0	0	0	0.00%
7340 Machine Time	10,500	0	10,500	10,500	0	0	0	0	0.00%	10,500	0	0	0	0	0	0.00%
7520 Professional Fees	4,885	272	10,100	10,100	0	0	0	0	0.00%	10,100	0	0	0	0	0	0.00%
7560 Gas/Diesel - Vehicles	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0	0.00%
7630 Wireless/Internet Commun.	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0	0.00%
7699 Sundry Expenses	916	1,076	385	385	0	0	0	0	0.00%	385	0	0	0	0	0	0.00%
7780 Trsf. to Reserves-Insurance	4,725	5,690	5,690	6,775	1,085	0	1,085	1,085	19.07%	7,200	425	0	425	0	425	6.27%
7791 Trsf. to Capital	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0	0.00%
Non Labour Account Subtotal	86,952	42,611	62,150	63,235	1,085	0	1,085	1,085	1.75%	63,660	425	0	425	0	425	0.67%
Total Expense	1,097,437	997,113	1,083,079	1,126,006	258,479	0	42,927	42,927	3.96%	1,184,629	58,623	0	58,623	0	58,623	5.21%

2011 Budget Variance Comments

Full Time	Increase due to pro-rated progression and economic adjustment
Overtime	Increase due to union agreement rate changes
Part Time	Increase due to economic adjustment
Benefits	Increase in relation to salary change
Memberships/Dues/Fees	Reallocated from Meals & Meal Allowances
Meals & Meal Allowances	Reallocate to Memberships/Dues/Fees
Subscriptions/Publications	Reallocate to Mtce. & Repairs-Vehicles
Newsletters & Mailings	Reallocate to Mtce. & Repairs-Vehicles
Drafting Supplies	Reallocated from Copiers, Faxes, and Supplies
Computer Supplies	Reallocated from Computer Hardware/Software
Computer Hardware/Software	Reallocate to Computer Supplies
Copiers, Faxes, and Supplies	Reallocate to Drafting Supplies
Mtce. & Repairs-Vehicles	Reallocate to Subscriptions/Publications and Newsletters & Mailings

2012 Budget Variance Comments

Full Time	Increase due to pro-rated progression and economic adjustment
Overtime	Increase due to union agreement rate changes
Part Time	Increase due to economic adjustment
Benefits	Increase in relation to salaries increase and increase as per Guidelines

2011-12 Business Plan

BUSINESS OVERVIEW

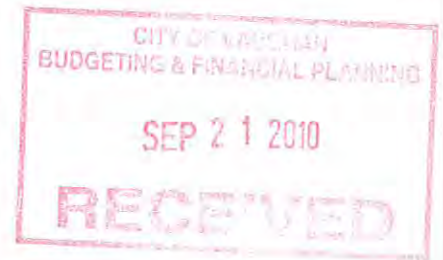
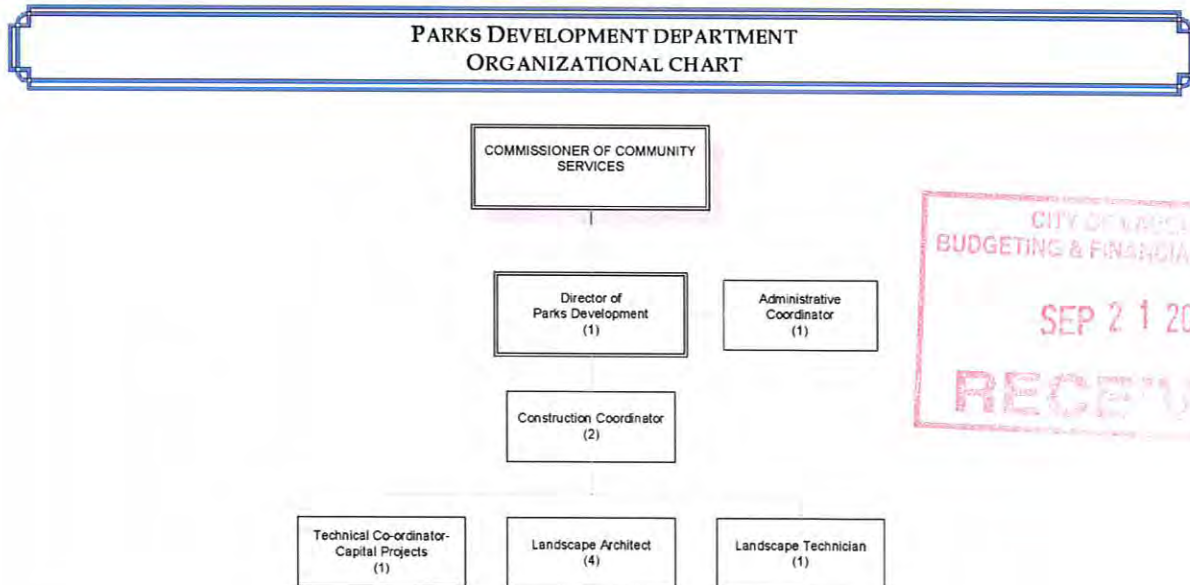
Service Statement: (Describe the core responsibilities for your department)

The department is committed to providing the City and its residents with innovative, functional, and safe parks and open space which foster outdoor physical activity in a manner which is accessible to all residents.

The Parks Development Division is responsible for the planning, design and construction of all municipal parks, playgrounds, and open space systems in the City of Vaughan. In addition, the Department is responsible for the development of specialized amenities including water play areas and artificial turf soccer fields, bocce courts, shade structures, sports fields, outdoor public art, (trail systems) pedestrian bridges, off leash areas and ecological restoration areas. Parks Development is also responsible for major park facility repairs and renovations.

Parks Development reviews planning studies to ensure growth and new development areas reflect the recommendations found in the Active Together Master Plan. This commitment to sound planning also extends to participation in the Official Plan Review Study, Secondary Plan Studies, Block Plans, Zoning Applications, Site Plans, Development Applications, and Subdivision Agreements.

Service Profile: (Provide the Organizational Chart for your department)



2011-12 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	10	10	10	10	0	0
Part Time	1.36	1.37	1.37	1.37		
Overtime	\$7,150	\$7,720	\$6,990	\$6,990		

Key Stakeholders: (detail major internal and external stakeholders who interact with the department—key people impacted and involved)

- Council & SMT
- Community Residents
- Ratepayer Associations
- Development Industry
- Sports Associations
- External Agencies
- Internal Departments

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

Service Excellence – Provide service excellence to all citizens:

- Pursue Excellence in Service Delivery;
- Enhance and Ensure Community Safety, Health & Wellness;
- Lead and Promote Environmental Sustainability

Management Excellence – Provide excellence in the management of our city:

- Plan & Manage Growth and Economic Vitality

Future Pressures and Opportunities:

Pressures:

- Public Sector Accounting Board (PSAB) legislated reporting requirements
- Intensification and the pressure it bears on maintaining per capita park provisional service levels
- Additional workload related to administration of Infrastructure Stimulus program projects
- Administration of Park Facilities identified in Long Range Financial Plan

2011-12 Business Plan

Opportunities:

- Development of New Asset Management Resource
- Parkland Acquisition Strategy (as identified in "Active Together" Master Plan)
- Parkland Redevelopment Strategy (as identified in "Active Together" Master Plan)
- Technological Innovations (G.I.S.)
- External Funding Sources (other levels of Government – Federal, Provincial, Regional and Toronto Region Conservation Authority)



Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
1. Implement 2010 Capital Budget;	Q3/10	Ongoing	
2. Create a Parkland Acquisition Strategy under the leadership of the Commissioner of Community Services;	Q4/09	Ongoing	
3. Create a GIS database of Parks Assets to ease the development of a GIS Asset Management System;	Q4/09	Complete	
4. PSAB Inventory Data Collection;	Q3/09	Complete	
5. Implement Accessibility Plan Recommendations;		Ongoing	

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Develop and Implement Parks Solution (GIS) Asset Management	Q4/11		
2. Complete ISF and RINC Projects	Q1/11		
3. Develop a Parkland/Environmental Land Acquisition Strategy			
Other Implement 2011 Capital Budget			

2011-12 Business Plan

2012 (Top 3 Objectives)

1.	Develop a Parkland Redevelopment Strategy	Q4/12		
2.	Complete Parks Development "Sustainability Design Guidelines"	Q2/12		
3.	Maintain PSAB Reporting Compliance	Q4/12		
Other	Implement 2012 Capital Budget	Q4/12		
	Initiate "Active Together" Master Plan 5 Year Update			

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

1. Time for delivery of New Park Development Projects to the Purchasing Department within the average time requirement;
2. (CTS) response time to resident inquires.

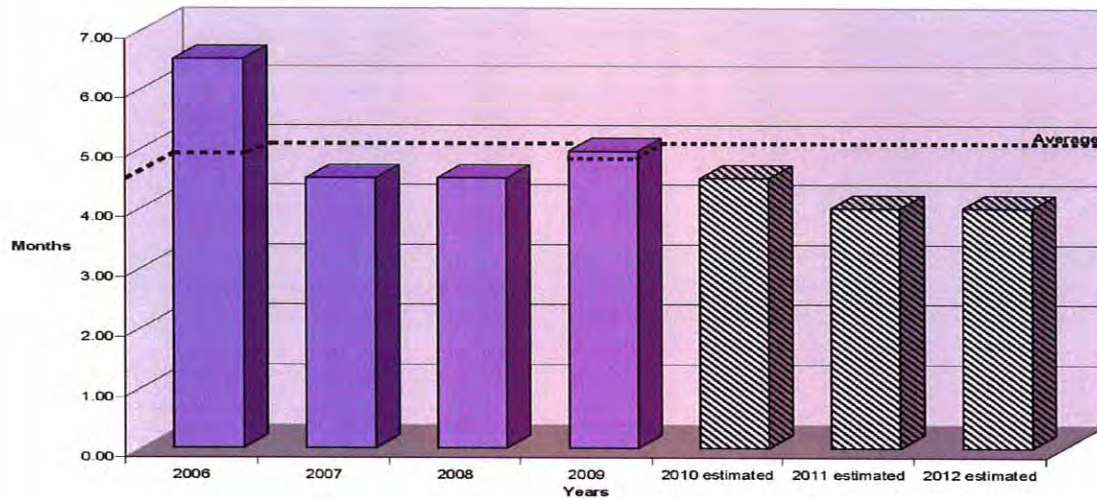
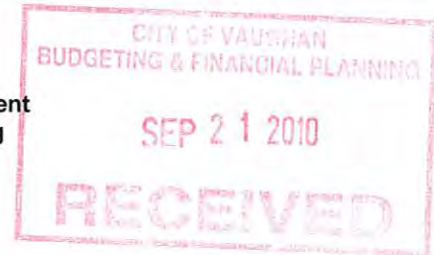


PARKS DEVELOPMENT

2011-12 Business Plan

BUSINESS OVERVIEW:

Average Park Development Time Requirement
from date of Council Approval of Funding
to delivery to Purchasing Department



Key Conclusion: (What are some assumptions about the performance measure which should be stated)

Due to the Infrastructure Stimulus Funding (ISF) project workload, departmental focus has been directed to completing the ISF projects as priority projects for the 2009 capital year, with construction administration carried over into the 2010 construction season. In addition, the projected estimated timeframe required from the date of Council Funding Approval to the time the Tender Documents are delivered to the Purchasing Department is projected to continue to decrease once the ISF projects are completed.

Average development timeframe in 2009 due to ISF pressures is approximately 4.95 months. Projected average development time in 2010 is approximately 4.5 months with the average estimated to decrease to 4 months in 2011 and 2012.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

Project year shown is the year of Council Approval of Capital Funds.
Estimated for 2010 as cycle is not yet complete.
Estimated for 2011 with decreased revenue from Development Charges.

PARKS DEVELOPMENT

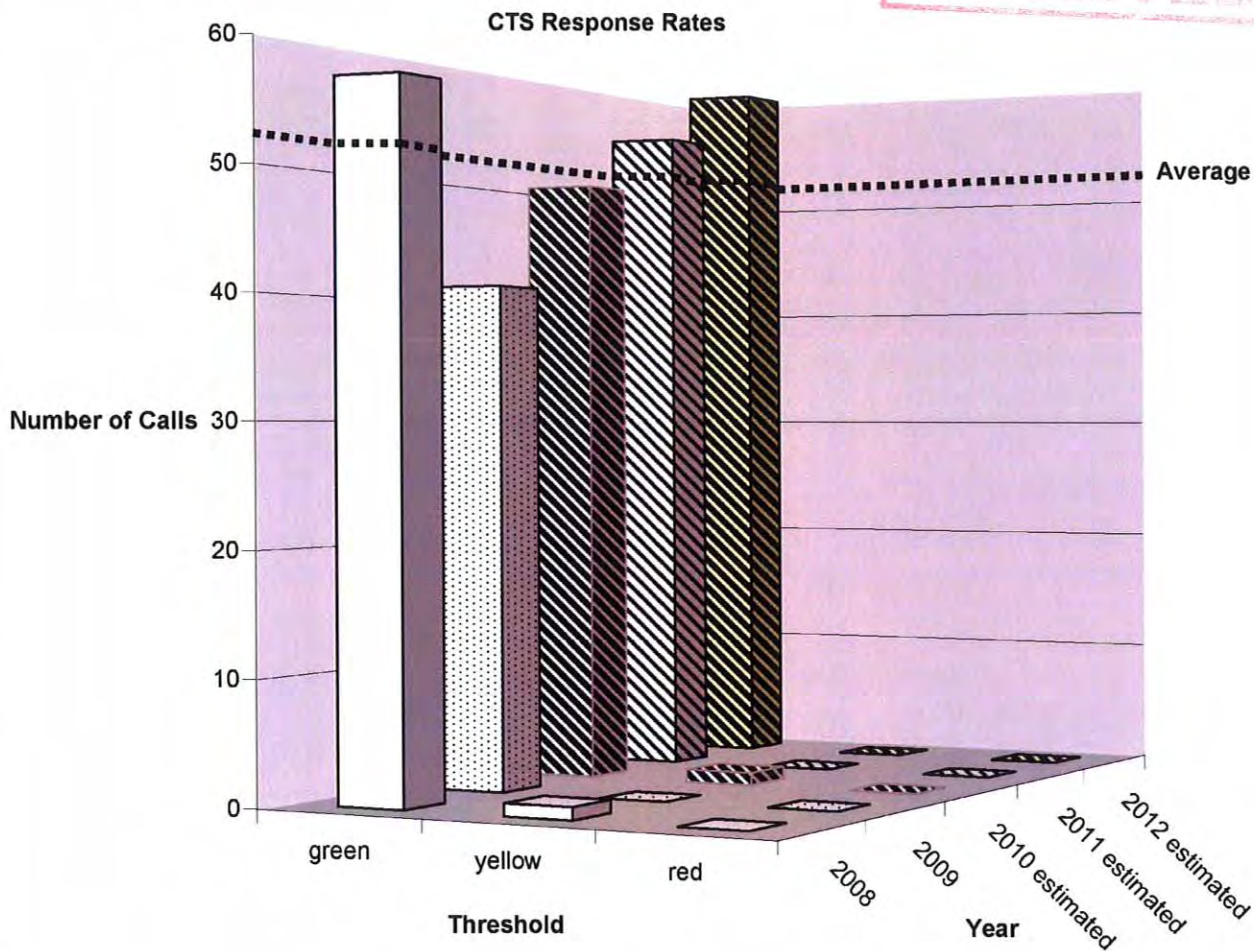
2011-12 Business Plan

CITY OF VAUGHAN
 BUDGETING & FINANCE
 SEP 21 2010
 RECEIVED

BUSINESS OVERVIEW

Measurement:

Response time to resident inquiries.



Key Conclusion:

The data indicates Parks Development continues to provide excellent customer service. Resident inquiries continue to be addressed within the CTS maximum timeline of 3 days.

Notes about the Measure:

Numbers shown represent calls received since the introduction of the CTS system in 2007. The scale of escalation for CTS calls to Parks Development is:
 3 days: green
 5 days: yellow
 10 days: red

2011-12 Business Plan

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

Parks Development is a service oriented department dedicated to providing high quality outdoor recreation and physical activity opportunities which are reflective of the needs of our residents. The department is composed of highly trained individuals with unique skill sets. This enables the department to effectively contribute sound planning, design and construction of all municipal parks, playgrounds, and open space systems throughout the City of Vaughan. Typical park facilities include playgrounds and waterplay areas, soccer and baseball fields, tennis, basketball and bocce courts, shade structures, park furnishings and skateboard zones. Additional projects include artificial turf soccer facilities, outdoor public art, pedestrian bridges, ecological restoration, and the creation of wetland habitat.

Parks Development also collaborates with the Planning and Engineering Departments, providing input on planning studies to ensure growth and new development areas reflect the recommendations found in the Active Together Master Plan. The department is also responsible for the review of Zoning Applications, Site Plans, Development Applications, and Subdivision Agreements. The Key Performance Indicators contained in this Business Plan demonstrate:

1. Parks Development continues to improve on the time required to provide Capital Projects to the Purchasing Department; and,
2. High value is placed on customer service with (CTS) response times among the shortest in the City

Continuous improvements to processes and procedures, combined with staff training and development, have allowed Parks Development to maintain a consistently high level of service.

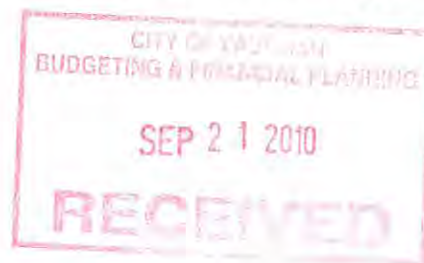
Parks Development functions at a high level, consistently providing residents with a quality product, demonstrating a strong dedication to the vision, mission, and values contained in Vaughan Vision 2020



Commissioner Sign-off

Sept 01/10

Date (mm/dd/yy)





2011-12 DRAFT OPERATING BUDGET

COMMISSIONER OF PLANNING

➤ FINANCIAL SUMMARY

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011			2012			2012 Total Budget		
				Budget 2011	Inc/(Dec)	Reallocati on	2011 Total Budget Variance	Inc/(Dec)	Reallocati on		2012 Total Budget Variance	
					\$	\$	\$	\$	\$	\$	\$	%
180 - Commissioner of Planning												
Labour Accounts												
7010 Full Time	242,233	254,379	253,804	260,502	6,698	0	6,698	2,64%	10,471	0	10,471	4.02%
7012 Overtime	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7015 Part Time	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7017 Benefits	61,770	60,422	64,721	66,428	1,707	0	1,707	2.64%	4,025	0	4,025	6.06%
Labour Account Subtotal	304,003	314,801	318,525	326,930	8,405	0	8,405	2.64%	14,496	0	14,496	4.43%
Non Labour Accounts												
7100 Mileage	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7103 407-ETR Toll Charges	5,297	6,165	4,210	6,240	0	2,030	2,030	48.22%	6,240	0	6,240	0.00%
7105 Memberships/Dues/Fees	708	726	695	735	9	31	40	5.76%	745	0	10	1.36%
7110 Meals & Meal Allowances	279	594	1,585	600	0	(985)	(985)	-62.15%	600	0	0	0.00%
7115 Training & Development	106	36	439	400	0	(39)	(39)	-8.88%	400	0	0	0.00%
7120 Telephone Charges	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7122 Cellular Telephones	543	447	810	600	0	(210)	(210)	-25.93%	600	0	0	0.00%
7125 Subscriptions/Publications	67	113	100	100	0	0	0	0.00%	100	0	0	0.00%
7130 Seminars & Workshops	1,586	150	1,960	1,960	0	0	0	0.00%	1,960	0	0	0.00%
7200 Office Supplies	777	670	960	960	0	0	0	0.00%	960	0	0	0.00%
7205 Computer Supplies	164	34	350	350	0	0	0	0.00%	350	0	0	0.00%
7210 Office Equip. & Furniture	0	0	360	175	0	(185)	(185)	-51.39%	175	0	0	0.00%
7211 Computer Hardware/Software	0	138	0	0	0	0	0	0.00%	0	0	0	0.00%
7220 Copier/Fax Lease Charges	389	174	396	395	(1)	0	(1)	-0.25%	395	0	0	0.00%
7315 Preventative Mtce. A	1,900	651	1,200	1,000	0	(200)	(200)	-16.67%	1,000	0	0	0.00%
7330 Materials and Supplies	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7415 Rental, Leases - Vehicles	9,181	9,756	9,860	8,650	(2)	(1,208)	(1,210)	-12.27%	8,650	0	0	0.00%
7560 Gas/Diesel - Vehicles	5,642	6,399	5,400	6,350	110	840	950	17.59%	6,475	0	125	1.97%
7630 Wireless/internet Commun.	540	491	600	480	0	(120)	(120)	-20.00%	480	0	0	0.00%
7696 GST Adjustment 2004	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7699 Sundry Expenses	1,055	849	410	455	(1)	46	45	10.98%	455	0	0	0.00%
7700 Chgs. from Other Depts.	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7780 Trsf. to Reserves-insurance	2,420	2,915	2,915	3,470	555	0	555	19.04%	3,690	0	220	6.34%
Non Labour Account Subtotal	30,654	30,308	32,250	32,920	670	0	670	2.08%	33,275	0	355	1.08%
Total Expense	334,657	345,109	350,775	359,850	9,075	0	9,075	2.59%	14,851	0	14,851	4.13%

2011 Budget Variance Comments

7010	Full Time	Increase due to salary grade adjustment and economic adjustment
7017	Benefits	Increase in relation to salary change
7103	407 – ETR Toll Charges	Reallocation between accounts to reflect actual historical spending
7105	Memberships/Dues/Fees	Increase due to rate change
7110	Meals & Meal Allowances	Reallocation between accounts to reflect actual historical spending
7115	Training & Development	Reallocation between accounts to reflect actual historical spending
7122	Cellular Telephone	Reallocation between accounts to reflect actual historical spending
7210	Office Equip & Furniture	Reallocation between accounts to reflect actual historical spending
7315	Mtce. & Repairs – vehicles	Reallocation between accounts to reflect actual historical spending
7415	Rental, Leases – vehicles	Decrease to adjust budget to actual lease charges, includes effect of HST implementation
7560	Gas / Diesel – vehicles	Reallocation between accounts to reflect actual historical spending and rate increase as per guidelines
7630	Wireless Commun.	Reallocation between accounts to reflect actual historical spending
7699	Sundry Expenses	Reallocation between accounts to reflect actual historical spending

2012 Budget Variance Comments

7017	Benefits	Increase as per Guidelines
7105	Memberships/Dues/Fees	Increase due to rate change
7560	Gas / Diesel – vehicles	Increase in rates as per guidelines



2011-12 DRAFT OPERATING BUDGET

DEVELOPMENT PLANNING

- FINANCIAL SUMMARY
- BUSINESS PLAN
- ADDITIONAL RESOURCE REQUEST
 - Urban Design Awards Program
 - Zoning By-Law Review Contract Staff (2012)

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011		2011 Total Budget		2012		2012 Total Budget			
				Budget 2011	Inc/(Dec)	Account Reallocation	Variance	Budget 2012	Inc/(Dec)	Account Reallocation	Variance		
				\$	\$	\$	\$	\$	\$	\$	\$	%	%
181 - Development Planning													
Revenue													
3500 CITY REVENUE	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%
3511 Service Charges	(2,569,318)	(2,369,343)	(2,430,738)	(2,429,170)	1,568	0	1,568	(53,150)	0	(53,150)	0	-0.06%	2.19%
3520 Corp. Misc. Revenues	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%
3522 Trsf. fm Res. & Res. Funds	0	0	(500,000)	0	500,000	0	500,000	0	0	0	0	0.00%	0.00%
3574 Rev. from Recover. Expenses	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%
3582 Block Plan Review	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%
3606 Peer Review Revenue	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%
3618 Dept. Misc. Revenues	(30)	(55)	(3,000)	(3,000)	0	0	0	(3,000)	0	0	0	0.00%	0.00%
3619 Admin Fee OMB appeals	(3,990)	(5,540)	(3,000)	(3,000)	0	0	0	(3,000)	0	0	0	0.00%	0.00%
3625 Inspection Fees	(2,933)	(4,480)	0	0	0	0	0	0	0	0	0	0.00%	0.00%
3790 Reserves Revenue	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%
Revenue	(2,576,271)	(2,379,418)	(2,933,738)	(2,432,170)	501,568	0	501,568	(53,150)	0	(53,150)	0	-17.10%	2.19%
Labour Accounts													
7010 Full Time	1,688,996	1,821,649	1,895,434	2,056,621	161,187	0	161,187	89,988	0	89,988	0	8.50%	4.38%
7012 Overtime	27,316	15,506	35,367	36,432	1,065	0	1,065	453	0	453	0	3.01%	1.24%
7015 Part Time	91,055	5,104	0	0	0	0	0	0	0	0	0	0.00%	0.00%
7017 Benefits	448,310	439,141	492,347	533,740	41,393	0	41,393	33,542	0	33,542	0	8.41%	6.28%
Labour Account Subtotal	2,255,677	2,281,400	2,423,148	2,626,793	203,645	0	203,645	123,983	0	123,983	0	8.40%	4.72%
Non Labour Accounts													
7100 Mileage	5,917	5,820	4,990	4,990	0	0	0	0	0	0	0	0.00%	0.00%
7103 407-ETR Toll Charges	0	0	500	500	0	0	0	0	0	0	0	0.00%	0.00%
7105 Memberships/Dues/Fees	9,708	10,359	11,440	11,440	0	0	0	0	0	0	0	0.00%	0.00%
7110 Meals & Meal Allowances	1,298	489	1,405	1,405	0	0	0	0	0	0	0	0.00%	0.00%
7115 Training & Development	4,187	3,760	10,670	10,670	0	0	0	0	0	0	0	0.00%	0.00%
7120 Telephone Charges	0	0	300	300	0	0	0	0	0	0	0	0.00%	0.00%
7122 Cellular Telephones	2,096	3,137	2,000	4,000	2,000	2,000	2,000	4,000	0	4,000	0	100.00%	0.00%
7125 Subscriptions/Publications	1,333	1,088	1,100	1,100	0	0	0	1,100	0	1,100	0	0.00%	0.00%
7130 Seminars & Workshops	3,232	5,447	5,710	6,710	1,000	1,000	1,000	6,710	0	6,710	0	17.51%	0.00%
7135 Advertising	850	578	1,000	1,000	0	0	0	1,000	0	1,000	0	0.00%	0.00%
7200 Office Supplies	4,464	4,075	6,790	6,790	0	0	0	6,790	0	6,790	0	0.00%	0.00%
7203 Drafting Supplies	5,239	5,658	6,500	8,500	2,000	2,000	2,000	8,500	0	8,500	0	30.77%	0.00%
7205 Computer Supplies	6,701	7,959	7,608	7,608	0	0	0	7,610	2	7,610	2	0.00%	0.03%
7210 Office Equip. & Furniture	0	0	9,425	6,425	(3,000)	(3,000)	(3,000)	6,425	0	6,425	0	-31.83%	0.00%
7211 Computer Hardware/Software	14,938	7,894	18,620	18,620	0	0	0	18,620	0	18,620	0	0.00%	0.00%
7215 Mfcs. & Repairs - Equip.	610	0	2,240	2,240	0	0	0	2,240	0	2,240	0	0.00%	0.00%
7220 Copier/Fax Lease Charges	12,602	14,275	14,000	14,000	0	0	0	14,000	0	14,000	0	0.00%	0.00%
7222 Printing	588	569	2,500	2,500	0	0	0	2,500	0	2,500	0	0.00%	0.00%
7226 Courier Services	0	0	200	200	0	0	0	200	0	200	0	0.00%	0.00%
7300 Protect. Clothing/Uniforms	611	415	1,070	1,070	0	0	0	1,070	0	1,070	0	0.00%	0.00%
7330 Materials and Supplies	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%
7520 Professional Fees	71,310	53,400	51,870	24,870	(25,000)	(25,000)	(27,000)	24,870	0	24,870	0	-52.05%	0.00%
7521 Environmental Assmt. Reviews	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%
7696 GST Adjustment 2004	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%
7699 Sundry Expenses	1,373	926	2,620	2,620	0	0	0	2,620	0	2,620	0	0.00%	0.00%
7700 Chgs. from Other Depts.	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%
7785 Trsf. to Reserves-Other	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%
7790 Trsf. to...from Expend Res	(45,135)	(21,757)	0	0	0	0	0	0	0	0	0	0.00%	0.00%
7791 Trsf. to Capital	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%
Non Labour Account Subtotal	101,922	104,092	162,558	137,558	(25,000)	0	(25,000)	137,560	2	137,560	2	-15.38%	0.00%
Total Expense	2,357,599	2,385,492	2,585,706	2,764,351	178,645	0	178,645	123,985	0	123,985	0	6.91%	4.49%

2011 Budget Variance Comments

Service Charges	Minor adjustment
Full Time	Increase due to salary grade adjustment and economic adjustment
Overtime	Increase due to union agreement rate changes
Benefits	Increase in relation to salary change
Cellular Telephone	Reallocated from Office Equip. & Furniture
Subscriptions/Publications	Reallocated from Office Equip. & Furniture
Drafting Supplies	Reallocated from Professional Fees
Office Equip. & Furniture	Reallocated to Cellular Telephone and Subscriptions/Publications
Professional Fees	Decrease caused by reversal of one-time expenditure related to 2010 ARR and Reallocation to Drafting Supplies

2012 Budget Variance Comments

Full Time	Increase due to pro-rated progression and economic adjustment
-----------	---

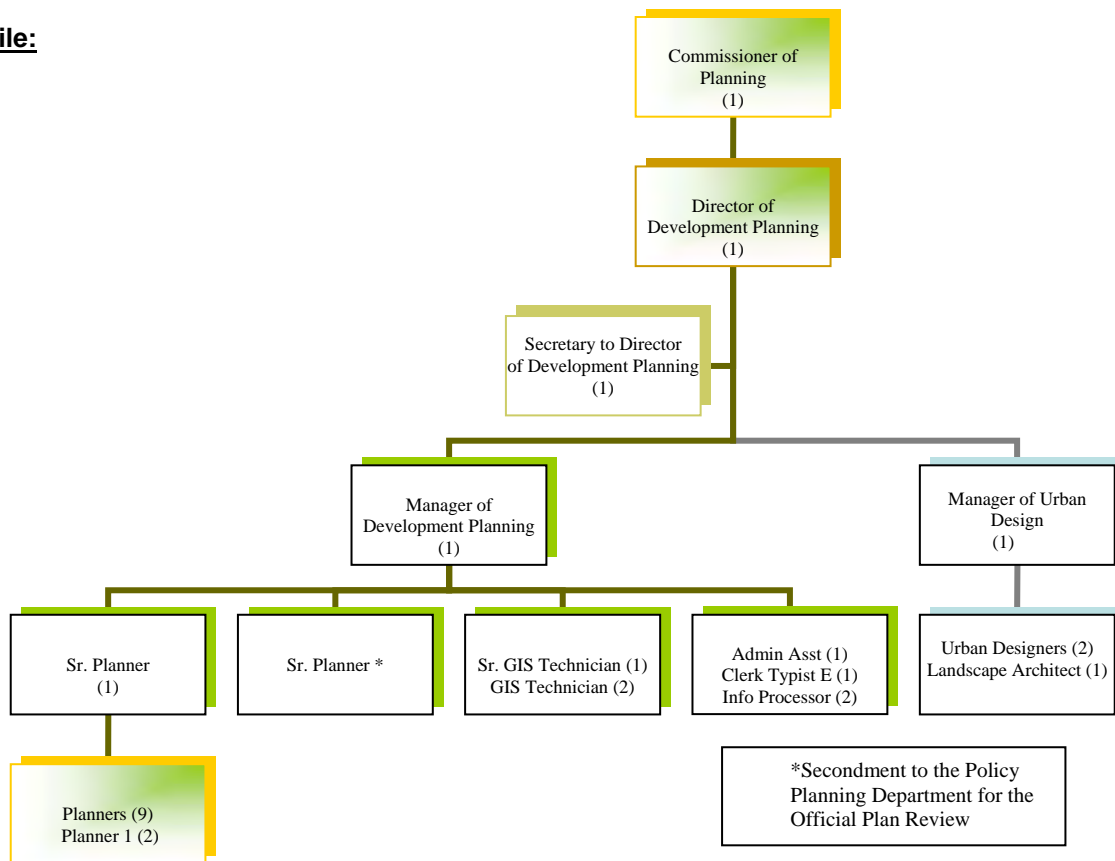
2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement:

The Development Planning Department manages the growth and physical form of the City through the comprehensive analysis and review of development applications including Official Plan, Zoning, Subdivision, Condominium, Part Lot Control and Site Plans from a land use social, environmental, transportation, economic, planning and urban design perspective. This is accomplished through the implementation of Provincial, Regional and Corporate planning policies in keeping with land use, social, aesthetic, environmental, urban design and corporate objectives. Through this process the broader public, City and property owner's interests and objectives are balanced in the context of proper land use planning principles in order to achieve the physical, economic and social efficiency, health, diversity and sustainable and complete urban and rural communities. The Development Planning Department also provides a significant public service function with respect to facilitating public input into the planning process and providing information to the public via counter inquiries, telephone, written correspondence, and email about planning matters in the City. The Development Planning Department is responsible for implementing corporate policies and initiatives such as Vaughan Vision 2020, Environmental Master Plan, and Green Direction Vaughan.

Service Profile:



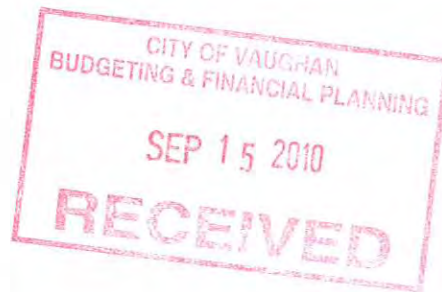
Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	28	26	27	27	0	0
Part Time	2	2	0	0	0	**6
Overtime (\$)	36,270	39,291	35,367	35,367	0	0

**to facilitate a 3 year City-wide Zoning By-law Review Process to implement the new Official Plan as required by the Provincial Planning Act.

2011-12 Business Plan**Key Stakeholders:**

- | | |
|---|--|
| <ul style="list-style-type: none">• Public• Council• City Departments• External Public Agencies (e.g. TRCA, Metrolinx)• Development Community, Business Community | <ul style="list-style-type: none">• Ratepayer Groups• Other Levels of Government including (York Region and Province of Ontario)• Partner Municipalities and Special Interest Groups |
|---|--|

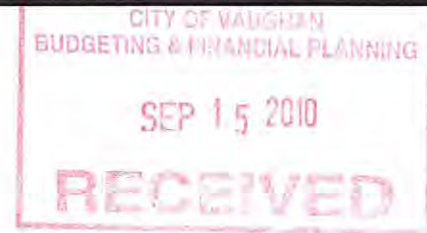


2011-12 Business Plan

Work Plan:

[Link to Vaughan Vision 2020:](#)

1. Pursue Excellence in Service Delivery
2. Lead and Promote Environmental Sustainability
3. Plan and Manage Growth and Economic Vitality

**Future Pressures and Opportunities:**

The main future pressure that challenges this Department is the complexity of the development applications specifically resulting from the Provincial Growth Plan which mandates the City to intensify and accommodate growth within its existing urban boundary. As a result, development applications proposing intensification in or near existing communities are substantially more complex and require more staff time and resources to manage through the development review process, including meetings with the public and Councillors and responding to numerous counter, telephone and email inquiries on these complex applications. The technical issues associated with the development (i.e. density, traffic, design, servicing etc.) and also the public sensitivity to these applications are due to their proximity to existing generally low density forms of development. These applications have recently resulted in appeals to the Ontario Municipal Board placing considerable stress on the Department's resources during the Hearing and the preparation time required leading up to the Hearing. These OMB Hearings place time demands on other Development Planning staff's time required to cover the responsibilities of the Planner attending the Hearing. The new City-wide Official Plan, which was adopted by Vaughan Council on September 7, 2010, includes significant intensification within Vaughan's built urban boundary to achieve the Province's growth targets, which will likely trigger appeals to the Ontario Municipal Board, and place considerable constraints on staff's workload.

A second pressure facing the Department is sustaining revenue levels collected from development applications given the slow down in the economy, which impacts on the development activity in the City and therefore, the number of planning applications received by the Department. Planning application revenues are cyclical being exceptionally strong and significantly exceeding average levels during upturns in the economy while sometimes dipping below the average during economic slowdowns. It is important to recognize the cyclical nature of development in the context of the business plan and performance measures of the Development Planning Department. However, in 2010 revenues from planning applications and the number of development applications have increased from 2009, and is expected to continue trending upwards in 2011 and 2012 as the City's new Official Plan is adopted and landowners take advantage of the new land use policies and pending infrastructure to the City (i.e. subway in 2015).

As noted earlier, Council has adopted the City's new Official Plan in September 2010, with Regional approval expected sometime in 2011. Upon approval of the Official Plan, the Planning Act requires that the City adopt a Zoning By-law to implement the Official Plan. The Zoning By-law must be approved within 3 years of the approval of the Official Plan. The new Official Plan is a key element of the City's Growth Management Strategy, and directly impacts other corporate policies and initiatives such as Vaughan Vision 2020 and the Environmental Master Plan. The last time that the City's Zoning By-law was reviewed on a comprehensive basis was in the 1980's resulting in By-law 1-88. The current zoning by-law does not contain the progressive zoning provisions required to implement the intended forms of development anticipated under the new Official Plan. For example, By-law 1-88 does not include any zoning provisions to implement mixed-use development that is required to facilitate such anticipated development in the Vaughan Metropolitan Centre.

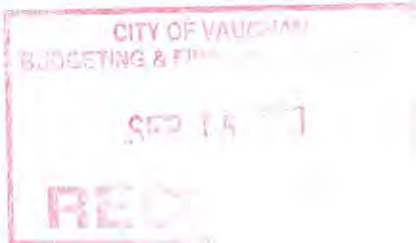
The preparation of a new City-wide Zoning By-law is a significant undertaking that will likely require 2 to 3 full years to complete and additional staff complement. The Development Planning Department expects that 6 additional full time staff complement consisting of an interdisciplinary team from Development Planning, Policy Planning, Building Standards and ITM Departments will be required to undertake this review. Since it is expected that the Official Plan will be approved by the Region in 2011, the budget details respecting the Zoning Review will be addressed in the 2012 budget deliberations.

2011-12 Business Plan


An opportunity for the Department lies in the upgrading of the electronic document management system through the Development Tracking Application (DTA) software. The DTA provides the opportunity to achieve departmental efficiencies through the electronic circulation of development applications, commenting, data retrieval and data management. In the 4th quarter of 2009, the department upgraded the DTA from Version 7 to 11 which incorporates many enhanced capabilities to streamline the planning application administrative processes, including facilitating the electronic circulation of development applications. Further system enhancements will be completed by the supplier during the annual maintenance upgrade. Upgrades to the DTA require significant staff input and meetings with the supplier to ensure the software responds to Departmental needs and is user friendly. Through the 2010 budget deliberations, a request by the ITM Department for a City-wide DTA Coordinator was not approved by Council, and instead, \$25,000 was allocated to the Development Planning Department to facilitate upgrades to the DTA with the vendor (i.e. Munirom). At a cost of \$1000/day, only minor improvements can be undertaken to the DTA by Munirom. Larger items such as full-scale implementation of internal and external electronic circulation of development applications, custom templates for reports, and on-going maintenance of the DTA system across the corporation, requires a full-time City-wide DTA Co-ordinator. A similar request for a DTA Coordinator (ITM Additional Resource Request for a Systems Analyst/Project Leader (DTA)) through the 2011 budget process will be made by the ITM Department in order to enhance productivity by integrating templates to generate custom reports and to implement full-scale electronic circulation of development applications (a 2008 Council resolution was passed to implement this initiative) for DTA users across the Corporation and interaction with external public agencies.

Further opportunities lie in the Department's commitment to train and develop staff to compliment their skills particularly as they relate to the land use, design, and other planning issues associated with the review of development applications proposing intensification and infill. The senior management staff promotes training and development to all staff in order to improve their skills and promote staff development.


Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
<p>1. To enhance the functionality of the Development Tracking Applications (DTA) system in order to improve staff efficiency and service delivery standards.</p> 	2010	Completed	<p>The installation of DTA Version 11.0 has been completed. This major upgrade from Version 7.0 to Version 11.0 will provide opportunities to utilize enhanced features including facilitating the electronic circulation of development applications that is more efficient for end-users when undertaking their daily business. The implementation of this enhancement will allow the Corporation to keep pace with other major urban municipalities in the</p>

2011-12 Business Plan

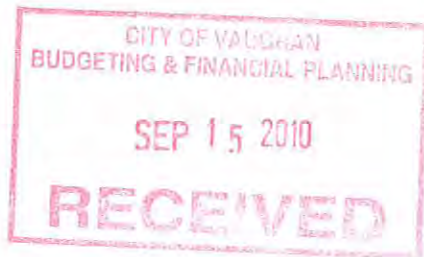
			<p>GTA. Further system enhancements will be completed during the annual maintenance upgrade by the supplier, Munirom; however, for major upgrades and enhancements, it will be beneficial for the Corporation to hire a full-time DTA Coordinator to manage the DTA System across all City Departments on a daily basis as proposed by the ITM Department as a 2011 Additional Resource Request, which will provide a more cost-effective and efficient means of service delivery including full implementation of electronic circulation of development applications (ie. Council direction to implement as resolved in January 2008 for the Site Plan Process Review).</p>
<p>2. To undertake a one year review of the Site Development Application review process which was streamlined in 2008 to monitor and assess the effectiveness and efficiency of the changes implemented and seek to improve the review process as may be required. To manage and coordinate the review of development applications, and growth management initiatives with City and partner stakeholders (i.e. Province, Region, Toronto and Region Conservation Authority, Development Industry, etc.)</p>	<p>2010</p>	<p>Not initiated due to staff participation in Official Plan Review. Completion 4th quarter 2011</p>	<p>The Development Planning Department, in consultation with other City Departments, external public agencies and stakeholders including the development industry will undertake a follow-up review of the Site Plan approval process implemented in 2008 to assess the efficiency of the new process, identify processes that are working well, and any areas to achieve additional efficiencies.</p>

2011-12 Business Plan

<p>3. To effectively facilitate planning approvals for the subway expansion project into the City of Vaughan.</p> 	<p>2010</p>	<p>Ongoing to 2011</p>	<p>The Development Planning Department commenced the preliminary review of Site Development Applications for the subway transit stations during the 2nd quarter of 2010 and will continue throughout the year and into 2011. One staff member has been assigned to effectively co-ordinate this high priority project through the approvals process in order to deliver this significant infrastructure investment in the City.</p>
<p>4. To monitor the success of the new (June 2009) Planning fees by-law as it relates to development applications.</p>	<p>2010</p>	<p>Ongoing</p>	<p>The C.N. Watson Planning Application Fee Study Review is complete and on June 30, 2009, Council adopted a new Planning Application Tariff of Fees By-law (170-2009). The Department is monitoring the Planning Fees on an ongoing basis, and will propose any changes to Council, if necessary.</p>
<p>5. To successfully and efficiently manage and coordinate the review of development applications, and growth management initiatives with City and partner stakeholders (i.e. Province, Region, Ratepayer Associations, Residents, property owners, Toronto and Region Conservation Authority, Development Industry, etc.)</p>	<p>2010</p>	<p>Ongoing</p>	<p>Good planning results in complete communities within the City of Vaughan, contributing to the City's attractiveness as a place to live, work and recreate. Good planning will also result in socially responsible and more cost-effective development patterns which will impact on the City's ability to service future residents and maintain infrastructure (hard and soft) in the future.</p>

2011-12 Business Plan

6. To balance growth and environmental protection and encourage a sustainable and complete community to ensure the City remains and is enhanced as an attractive place to live, work and recreate through the implementation of corporate policies such as the Vaughan Vision 2020, Environmental Master Plan and Green Directions Vaughan.



2011

Ongoing

The Development Planning Department in the review of development applications directly implements these corporate policies and initiatives in order to implement sustainable site and building design features, resulting in development that contributes to the development of a sustainable community, that is more environmentally responsible and energy efficient.

2011-12 Business Plan Objectives:

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Top 3 Objectives)			
1. To undertake the City of Vaughan Urban Design Awards (last done in Fall 2008).	Fall 2011	To recognize development projects that have been built and embody the best in urban design and environmental initiatives	2011 Additional Resource Request for budget funding of Urban Design Awards which will be undertaken by the Development Planning Department.
2. To undertake a two year review of the Site Development Application review process which was streamlined in 2008 to monitor and assess the effectiveness and efficiency of the changes implemented and seek to improve the review process as may be required. To manage and coordinate the review of development applications, and growth management initiatives with City and partner stakeholders (i.e. Province, Region, Toronto and Region Conservation Authority, Development Industry, etc.)	2011	To facilitate improvements to the Site Plan Process where required.	To be implemented utilizing existing resources.
3. To prepare an in-house City-wide Urban Design Manual including sustainability and design guidelines to implement the policies in the City's new Official Plan.	2011-2012	A consistent urban design document and sustainability and design guidelines applicable across the municipality.	To be implemented utilizing existing resources.

2011-12 Business Plan
2012 (Top 3 Objectives)

<p>1. Initiate a comprehensive city-wide review of By-law 1-88 to implement the new Official Plan.</p>	<p>2012-2015</p>	<p>Completion of the Zoning By-law review will facilitate the implementation of the City's Official Plan which is a key component of the City's Growth Management Strategy.</p>	<p>6 additional FTE complements consisting of an interdisciplinary team from Development Planning, Policy Planning, Building Standards and ITM Departments will be required to undertake this 3 year in-house project.</p>
<p>2. To initiate a Design Review Panel consisting of Professional Planners, Architects, Landscape Architects and Urban Designers, to evaluate and provide comments to staff on Site Plan applications in the Vaughan Metropolitan Centre, high density projects, and other significant developments within the City.</p>	<p>2012</p>	<p>To provide well designed sites and buildings utilizing expert professional advice for significant developments in Vaughan.</p>	<p>To be implemented using existing resources.</p>
<p>3. To undertake a two year review of the Public Notification of Planning Applications process, which was implemented in mid-2009 to improve the various notification processes to the public for development applications.</p>	<p>2012</p>	<p>To facilitate improvements to the Public Notification of Planning Applications Process where required.</p>	<p>To be implemented utilizing existing resources.</p>

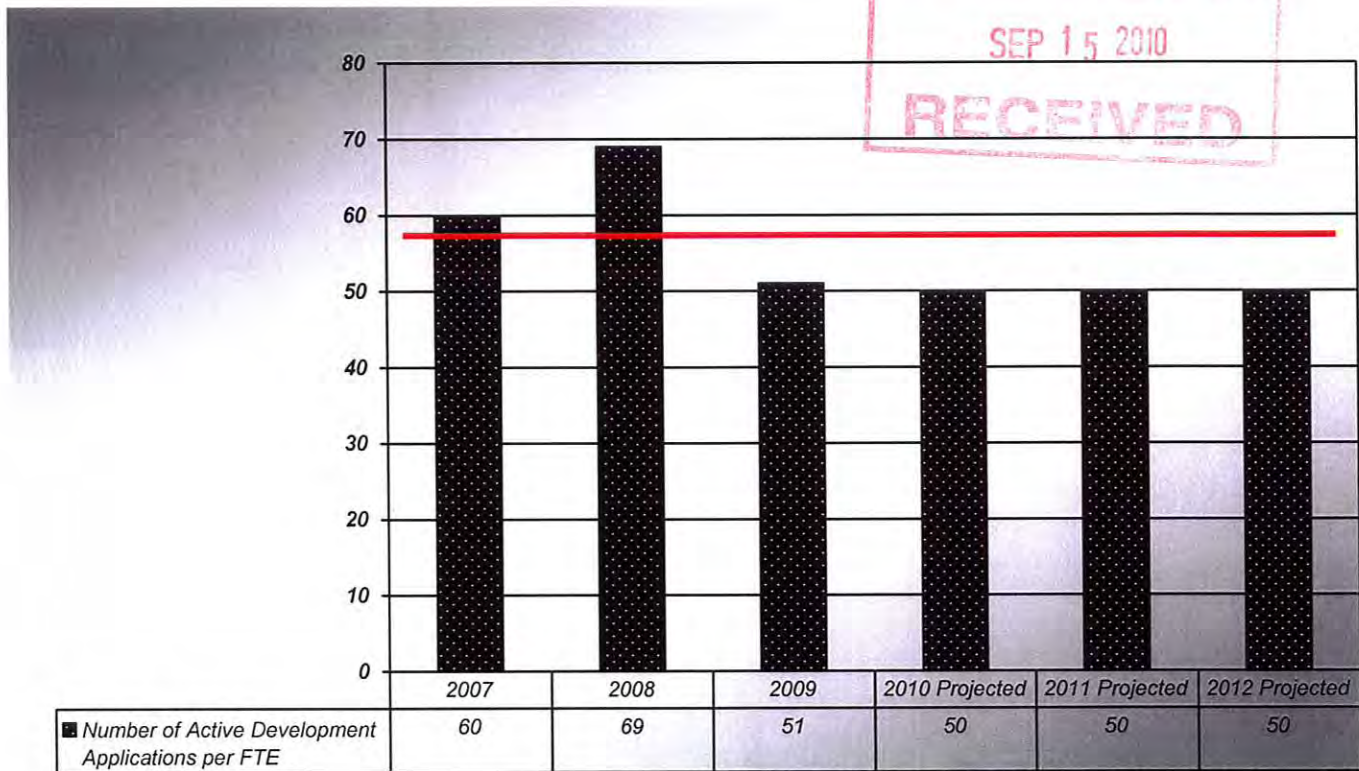


2011-12 Business Plan

Key Performance Indicators:

Total Number of Active Files In Process Per FTE

Definition: Development applications often take more than one calendar year to process and as a result, there are a number of active development applications that were received prior to 2010 that are still being processed by the Department. The Development Planning Department total number of Development Applications currently being managed by the Department is 500. The Department has 9 FTE Planners and 1 FTE Planner 1 responsible for the development application workload.



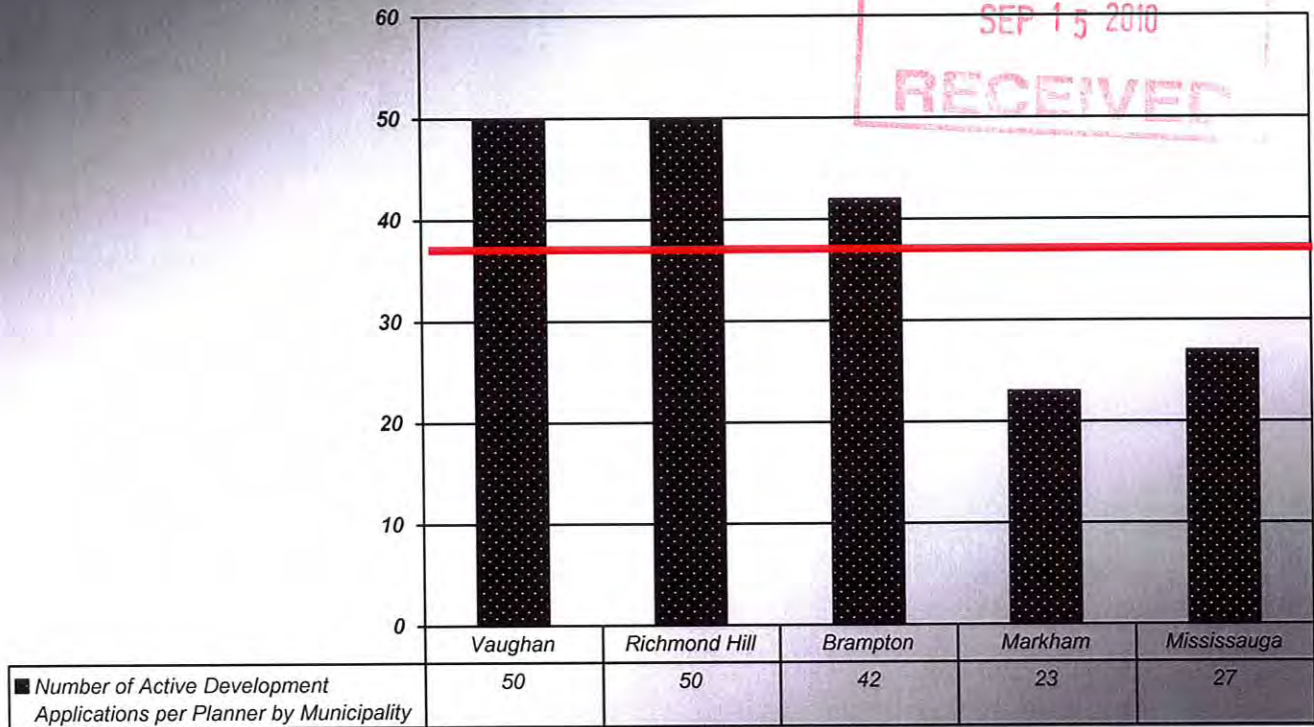
Year	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Total Number of Active Files	599	685	511	500	500	500

Key Conclusions: The Department is managing a significant volume of Development Planning Applications. Development files can take several months (sometimes years) to process due to issues such as servicing availability, OMB Hearings, clearing of subdivision conditions, resolution of a number of complex urban issues including related to infill development, etc. As a result, the Development Planning Department is managing an average of 50 files for each FTE.

In the 2008 Watson & Associates Planning fee report, it was noted that other GTA municipalities are generally operating at 65% capacity. To confirm, the Development Planning Department contacted neighbouring GTA municipalities to compare Vaughan's "Number of Development Planners" and "File Load Per Planner" versus Markham, Richmond Hill, Brampton and Mississauga, as follows:

2011-12 Business Plan
Comparison of Workload by Municipality

CITY OF VAUGHAN
 BUDGETING & FINANCIAL PLANNING
 SEP 15 2010
 RECEIVED



Municipality	10	8	11	13	18
Number of Development Planners per Municipality					

The above-noted statistics confirms that Vaughan's Development Planners are carrying a heavy file load than other comparable GTA municipalities. The chart also demonstrates that as municipalities become more urban (ie. Markham, Mississauga) the nature of development applications become more complex, and therefore, the number of files that each FTE Planner can manage is reduced. For example, in Markham, the number of Planners increased from last year from 8 to 13, and correspondingly, their file load per Planner decreased from 40 to 23.

Notes About the Measure: In 2006/2007, Watson & Associates Economists Ltd. in association with Performance Concepts Consulting Inc. were retained by Vaughan to update the City's Planning Development Applications Approval Process (DAAP) fees, to assess the levels of cost recovery, and to provide recommendations on Planning fee structure design. A highlight of significance is worthy of note:

"At average historic application levels capacity utilization results for the City's development planners (those whose jobs are focused primarily on application processing) are utilized at 90%-95% of total available capacity for these positions. This level of utilization is higher than levels witnessed in other GTA municipalities, but not inconsistent with other large GTA centre's. The consulting team is of the view that the City's historic volumes have been processed by a comparatively lean pool of planning professionals and that high utilization may indicate a longer term sustainability challenge to the City if current application volume trends continue."

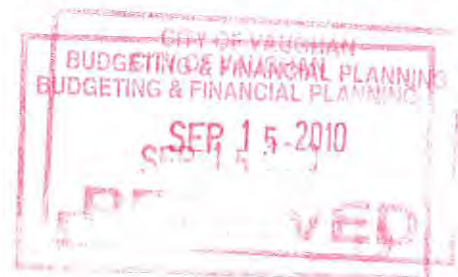
2011-12 Business Plan

There was an increase in the total number of development applications processed in 2010, including applications with increased complexity and political sensitivity as Vaughan transforms from a suburban municipality to a more dense urban form. In addition, through the development review process, the Development Planning Department is committed to implementing new sustainable development and environmental initiatives directed by senior levels of government (i.e. New Region of York Official Plan) and City initiatives including the Environmental Master Plan and Green Directions Vaughan. These applications include high density residential and infill projects near existing communities (i.e. Liberty Developments, Skyline Marina, Cicchino Holdings Ltd., etc.) which require considerable staff time and resources from the Development Planning Department to manage this transformation and involves the co-ordination of several City Departments, Council members, consultants, external public agencies and other levels of government.

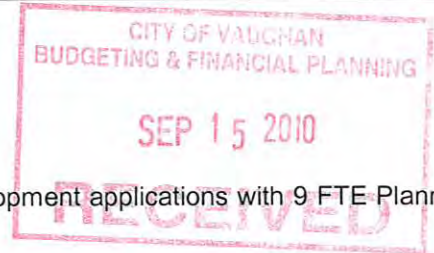
The Department is currently managing 500 applications through the development review process with a yearly average of 50 files per planner, which when combined with the numerous meetings, public inquiries (i.e. counter, telephone, fax, e-mail and letter correspondance), regular agenda deadlines, Bill 51-New Planning Act requirements for mandatory pre-application consultation meetings prior to the submission of an application, DTA data input and preparation and attendance at OMB Hearings contributes to a significant volume for each Planner. In addition, the Administrative, GIS and Urban Design Sections of the Department must also perform to meet these challenges and deadlines. This significant workload in addition to the increasing complexity of current development applications represents an accurate measure of assessing the Department's activity in meeting its' workload responsibilities rather than the revenue generated by development applications.

The Development Planning Department expects an increase in Zoning By-law Amendment and Site Plan applications with a reduction in the number of back-logged active applications as servicing becomes available in 2010-12 and applications, particularly Draft Plan of Subdivision applications approved in phases, can be completed and the files closed. During the first two quarters of 2010, the Development Planning Department contributed a significant amount of staff time and resources to provide comments and input into the City's new Official Plan, which was over and above its' normal workload.

To conclude, the Development Planning Department works efficiently and at the highest level to sustain and improve the level of service for the residents and businesses of Vaughan, as confirmed in the report by Watson & Associates.



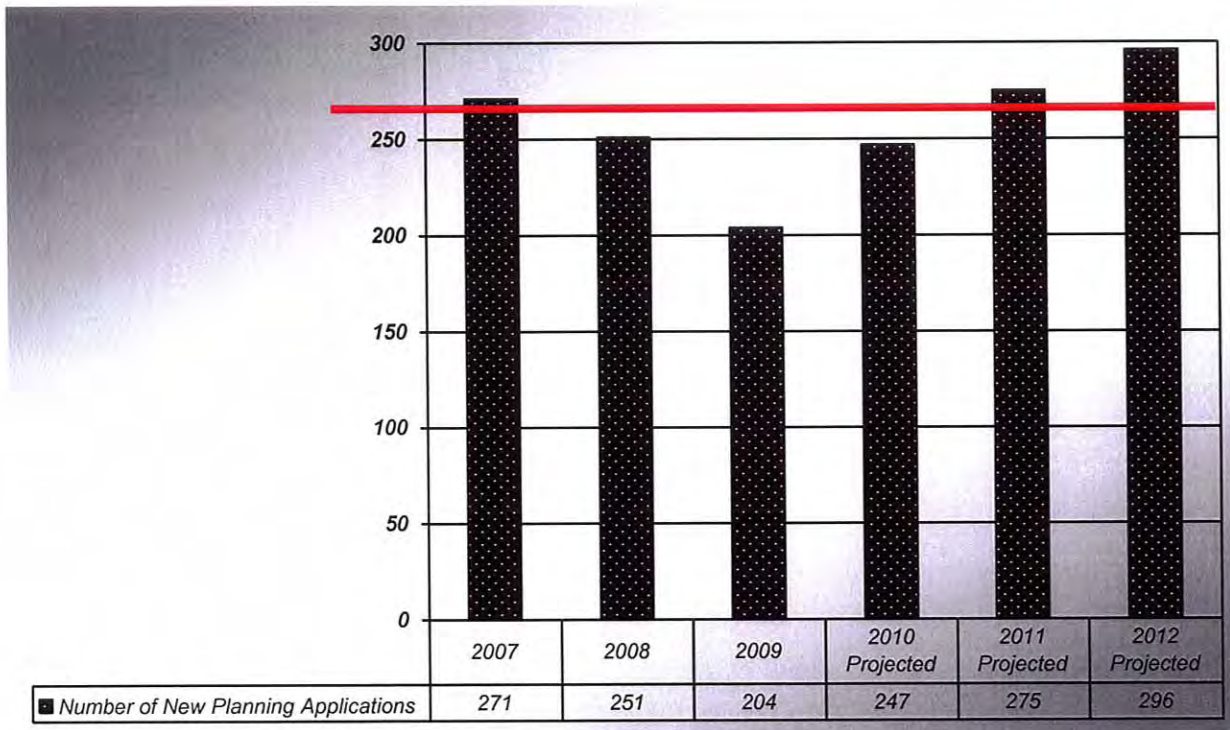
2011-12 Business Plan



Key Performance Indicators:

Total Number of Development Applications

The Development Planning Department is currently managing 500 development applications with 9 FTE Planners and 1 FTE Planner 1 responsible for processing this workload.



The Total Number of Planning Applications received by the Department

Application Type	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Official Plan	13	18	8	7	6	6
Zoning	61	75	42	50	60	65
Draft Plan of Subdivision	5	8	2	5	5	6
Site Plan	95	96	90	115	120	125
Condo	11	11	5	6	10	10
Part Lot Control	48	32	33	34	42	50
Parkway Belt Plan	2	1	0	0	0	0
Address Change	36	10	24	30	32	34
Total	271	251	204	247	275	296

Year	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
OMB Hearings	15	13	12	10	12	13

SEP 15 2010

RECEIVED

BUSINESS OVERVIEW**Key Conclusions:**

The Department is managing a significant volume of Development Planning Applications. As Vaughan transforms from a suburban to a more urban municipality, the applications have become more complex and require significantly more staff hours to process as a result of the nature of the applications (i.e. high density residential and infill development) and changes to Provincial legislation (i.e. Planning Act (Bill 51), Places to Grow, Provincial Policy Statement, Oak Ridges Moraine / Greenbelt, etc.). The Development Planning Department has also assumed a lead role in the required planning approvals for the subway expansion into the City of Vaughan, which commenced in the second quarter of 2010 and will continue into 2011. This important initiative requires significant staff time commitment from the Development Planning Department in order to deliver this high priority project.

Notes About the Measure:

The management of development applications through the approval process has become increasingly complex for several reasons including: the nature of the applications, many proposing high density building forms which require a more extensive analysis to ensure compatibility with existing developments (ie. review of sun-shade reports, wind analysis, etc.); and, a more complex policy regime including the Provincial Policy Statement, the Province's Places to Grow Plan, new Regional Official Plan including policies dealing with intensification and infill within the City's existing urban boundary. In addition, through the development review process, the Development Planning Department must implement City policies and sustainability and environmental initiatives including Vaughan Vision 2020, The Environmental Master Plan, Green Directions Vaughan, Pedestrian and Bicycle Master Plan, etc. The implementation of these initiatives improves the quality of each development approved in Vaughan. Intensification will change the physical form of the City from a traditionally suburban community to a more urban municipality which presents many complex planning and land use challenges including the management of this change. In addition, these applications are more politically sensitive to process and require more negotiation, public education, meetings and time to manage. All these factors place greater time demands on Development Planning Department Staff with respect to the analysis and implementation of these policies through the development review process.

The implementation of the new Official Plan adopted by Vaughan Council on September 7, 2010 which promotes intensification, will likely result in additional Ontario Municipal Board (OMB) Hearings for development applications, which will occupy a significant amount of a Planner's time in preparation leading up to and during the Hearing.

The Department is under increased pressure to expedite the Development Applications Approval Process. In addition, there are increasing demands on staff time to respond to public and Council inquiries on Planning activities and to facilitate meetings with internal and external stakeholders.

The Development Planning Department also undertakes the review of its processes and procedures as required by Provincial Legislation (e.g. Bill 51 Planning Act amendments), Federal Legislation (Telecommunications Protocol) and as directed by Council (e.g. Site Plan Review, Public Notification Procedures).

It is also important to note that Development Planning Department Staff is managing two major "Secondary Plan/Block Plan" level reviews including Block 61 (Nashville Heights) and Concord Floral typically assigned to the Policy Planning Development. The management of these large scale developments requires considerable staff resources and time devoted to meetings, co-ordination, negotiations and the resolution of planning issues with the public and other internal and external Departments and Public Agencies (ie. TRCA, Region of York, Ministry of Transportation, Region of Peel, Metrolinx, City of Brampton, GO Transit, etc.).

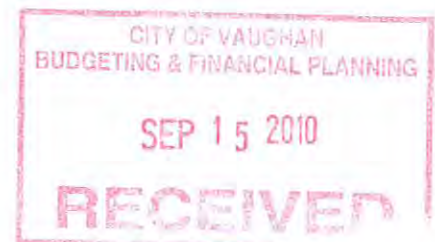
2011-12 Business Plan

The Development Planning Department also devoted considerable staff time to the review of the City's new Official Plan through the review of draft policies, mapping, meeting with consultants and to provide comments and advice towards the completion of the Official Plan.

It is also anticipated that in the interim period between the approval of the City's new Official Plan and the preparation of a new City-wide Zoning By-law, that the Department will experience an increase in the number of Zoning By-law Amendment Applications since the City's current Zoning By-law 1-88 will be outdated and does not currently contain the zoning provisions required to implement the new forms of development being contemplated by the Official Plan (ie. mixed use zoning categories). As identified in the Development Planning Department Budget, additional FTE complements comprising an interdisciplinary team from various City departments will be requested to undertake a city-wide zoning by-law review which must be implemented within 3 years of the adoption of the City's new Official Plan as mandated in the Provincial Planning Act.

The Development Planning Department is a resource to the public, Council, and other Departments and agencies with respect to the provision of general and specific information, data collection and mapping (e.g. Ward Boundary Review mapping, statistical information, aerial photos, etc.) for which it does not generate revenues, however, occupies considerable staff time. The Development Planning Department is the first point of contact for the public with respect to providing information about planning matters and issues and responding to general and specific inquiries respecting existing and proposed development. As the City of Vaughan's population continues to grow, it is expected that the time devoted by Development Planning Staff providing quality public service will continue to increase.

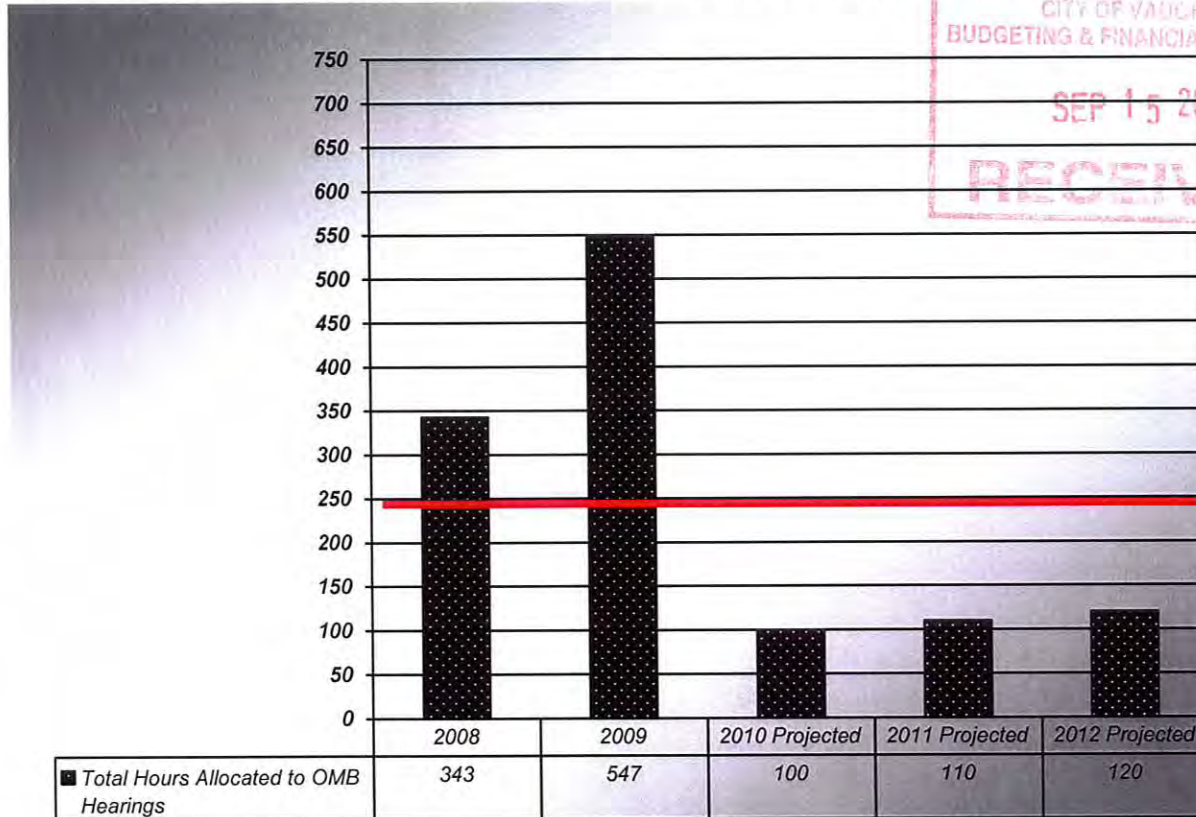
In this regard, other city initiatives such as Vaughan On Line has placed additional demand on Development Planning Department staff related to providing information content and the maintenance of the Development Planning Department's web-site.



2011-12 Business Plan

Total Number of Hours Related to Ontario Municipal Board (OMB) Hearings

Definition: Development Planning Department Staff spend a considerable amount of time preparing, attending, and following up on matters related to Ontario Municipal Board Hearings. Typically, the Planner is the City's lead witness at an Ontario Municipal Board Hearing, however, several members of the Department contribute to the preparation of an OMB Hearing including senior staff, other Planners, GIS, Administrative and Urban Design staff.



Key Conclusions:

The Development Planning Department started tracking the number of hours allocated to Ontario Municipal Board Hearings in 2008 since they occupy considerable staff time and resources and cause significant disruptions in the everyday work schedule of a planner and department support staff. It is expected that as applications become increasingly complex relating to infill and intensification, particularly in consideration of the new City Official Plan, that the staff time devoted to Ontario Municipal Hearings will increase.

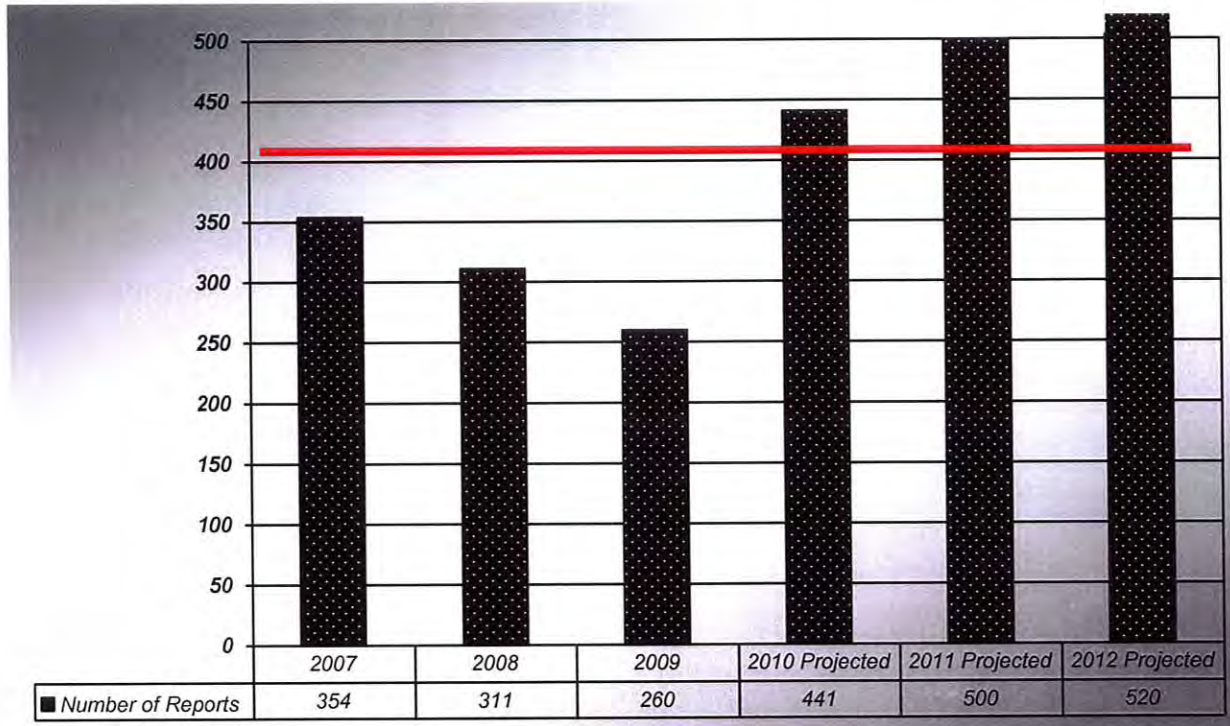
Notes About the Measure:

The hours identified above reflect only the time devoted to OMB Hearings by the Planner managing the file. However, other Development Planning Department Staff, particularly Urban Design, GIS Staff and administrative support staff also devote a significant amount of time in support of the Planner including the analysis of urban design related issues, the preparation of graphics required for the Hearing, and documents that need to be prepared, consolidated, and distributed. Given the increasing complexity of development applications, OMB Hearings routinely are scheduled for 3 – 7 full weeks at a time, completely occupying the Planner's daily work hours, and placing increased demands on other staff in the Department during this period with respect to coverage of the Planner's assigned work and often requiring overtime hours resulting from the daily events at the Hearing. Although the total number of hours allocated to OMB Hearings in 2010 is reduced, the projections for 2011 and 2012 will likely be higher due to the certainty that a significant number of applications will be in the form of zoning by-law amendments to implement the intensification policies in the City's new Official Plan.

2011-12 Business Plan

Number of Reports, Official Plan and Zoning Amendments, Agreements

Definition: Each Planning Application that is approved generates the need for staff to prepare documents to facilitate and implement the development. The Department has 9 FTE Planners and 1 FTE Planner 1 responsible for this workload.



Document	Year					
	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Official Plan Amendments	16	12	4	7	8	8
Zoning By-law Amendments	85	60	47	52	60	65
Site Plan Agreements / Letters of Undertaking	47	30	39	39	45	50
Condo Agreements	9	16	4	6	8	8
Part Lot Control By-laws	48	39	31	31	35	35
Public Hearing Reports	33	51	41	37	50	50
Committee of the Whole Reports	116	103	94	89	104	104
Pre-Application Consultation Meetings (Bill 51)	0	0	0	180	190	200
Total	354	311	260	441	500	520

Key Conclusions:

The Department is managing a significant volume of Development Planning Applications. The applications have become more complex and require significantly more staff hours to process as a result of the nature of the applications (i.e. high density residential and infill development) and changes to Provincial legislation (i.e. Places to Grow, Provincial Policy Statement, Oak Ridges Moraine/Greenbelt, Planning Act Amendments (Bill 51), etc.). The Development Planning Department has taken a lead role in the required planning approvals for the subway expansion into the City of Vaughan, which has commenced during the second quarter of 2010 and will require a significant time commitment from the Development Planning Department in 2010 and 2011 in order to deliver this high priority project.

SEP 15 2010
RECEIVED

2011-12 Business Plan

In December 2009, Council approved the implementation details of the Province's Bill 51 (Planning Act Amendments), which requires additional work to be undertaken by local municipalities including Pre-Application Consultation with development proponents for all development applications, and preparing and sending out notification to the public of complete and incomplete development applications. There is an additional workload constraint placed on the Development Planning Department to hold meetings for approximately 200 applications, and in mailing out notices for required applications within the time stipulations mandated by the Planning Act.

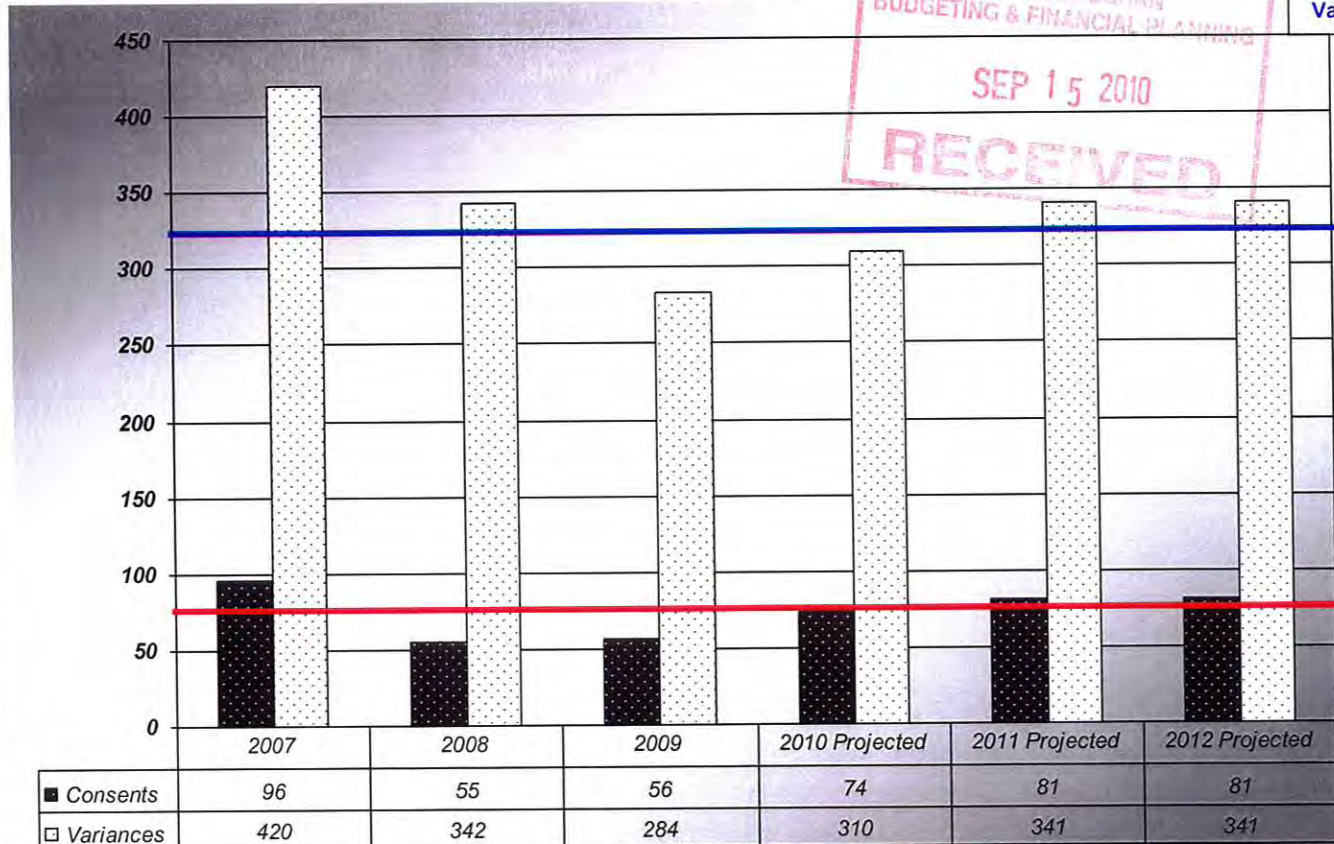
Notes about the Measure:

The complexity of the development applications has increased particularly with respect to implementing the Provincial Policy Statement, the Province's Places to Grow Plan and the new Regional Official Plan (December 2009) policies dealing with intensification and infill within the City's existing urban boundary which affects existing communities. Intensification will change the physical form of the City from a traditionally suburban community to a more urban municipality which presents many complex planning and land use challenges including the management of this change. In addition, other policies approved by Vaughan Council (e.g. Environmental Management Plan) and external public agencies (e.g. Province, Region of York, TRCA, Metrolinx), including Oak Ridges Moraine Plan, Provincial Policy Statement, Bill 51 Planning Act Amendments, new Regional Official Plan, the Big Move (Metrolinx), etc. place greater time demands on the Development Planning Department. Implementation of environmental and sustainability initiatives also places demands on staff's time. As a result, the preparation of staff reports and the implementing planning documents are more complex and contain more detailed information, policies, and requirements to implement development, and therefore require more time to prepare, review and finalize.

Total Number of Consent and Variance Applications per FTE

The total number of Consent and Variance Applications processed by the Department is 384*, 422* and 422* respectively in years 2010 to 2012. * projected 2010, 2011 and 2012

Consents
Minor Variances



2011-12 Business Plan**Key Conclusions:**

The volume of consent and variance applications received on an annual basis are significant and requires a substantial amount of time to review including research, site inspections, meetings, public consultation, attendance at the Committee of Adjustment meeting, report preparation and review, and the clearing of conditions as required.

Notes about the Measure:

Currently, one Planner 1 is strictly devoted on a full-time basis to the review of Committee of Adjustment applications, and it is anticipated that there will be a continued increase in the number of applications in the future resulting from significant development activity in the City and the redevelopment and improvement of existing areas. As the City continues to experience more intense forms of development, it is expected that the number of Committee of Adjustment applications will increase, as minor variances will be required to implement development forms that are not accommodated by the City's current Zoning By-law 1-88.

Committee of Adjustment decisions can result in appeals to the Ontario Municipal Board which occupies considerable amount of the Planner 1's time both during, and in preparation for the Hearing. In addition, OMB Hearings for Committee of Adjustment Applications requires support from GIS staff for graphics and administrative staff to prepare documents as required.

Measure: Number of Architectural/Urban Design Guidelines, Subdivision Landscape/ Streetscape Plans, Environmental Reports Prepared per FTE

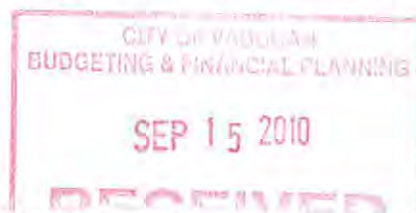
The Urban Design Section's activities relate both to long range strategic City planning and the day to day guidance of architectural and landscape (hard and soft) design implementation through the development process.

Urban Designers evaluate development applications and provide comments and advice to development applicants related to site specific design (architectural, site organization, landscaping, etc.) in response to City policies and guidelines. Urban Designers consult with a variety of stakeholders about specific development sites leading to improved urban design concepts/solutions.

The Urban Design Section initiates and manages urban design studies and develops urban design guidelines, standards and technical details for landscape and built form to ensure the development of high-quality urban and natural environments in Vaughan.

Urban Designers provide project management and urban design services for urban design studies such as development of urban design frameworks, guidelines and master plans. These projects include geospatial analysis and digital mapping related functions, community and stakeholder consultation, liaison with regional authorities and external public agencies to collaboratively develop forward-thinking design solutions, ensuring accordance with provincial, regional and municipal plans, and the development of strategic design solutions to meet the challenges of 'sustainable development'.

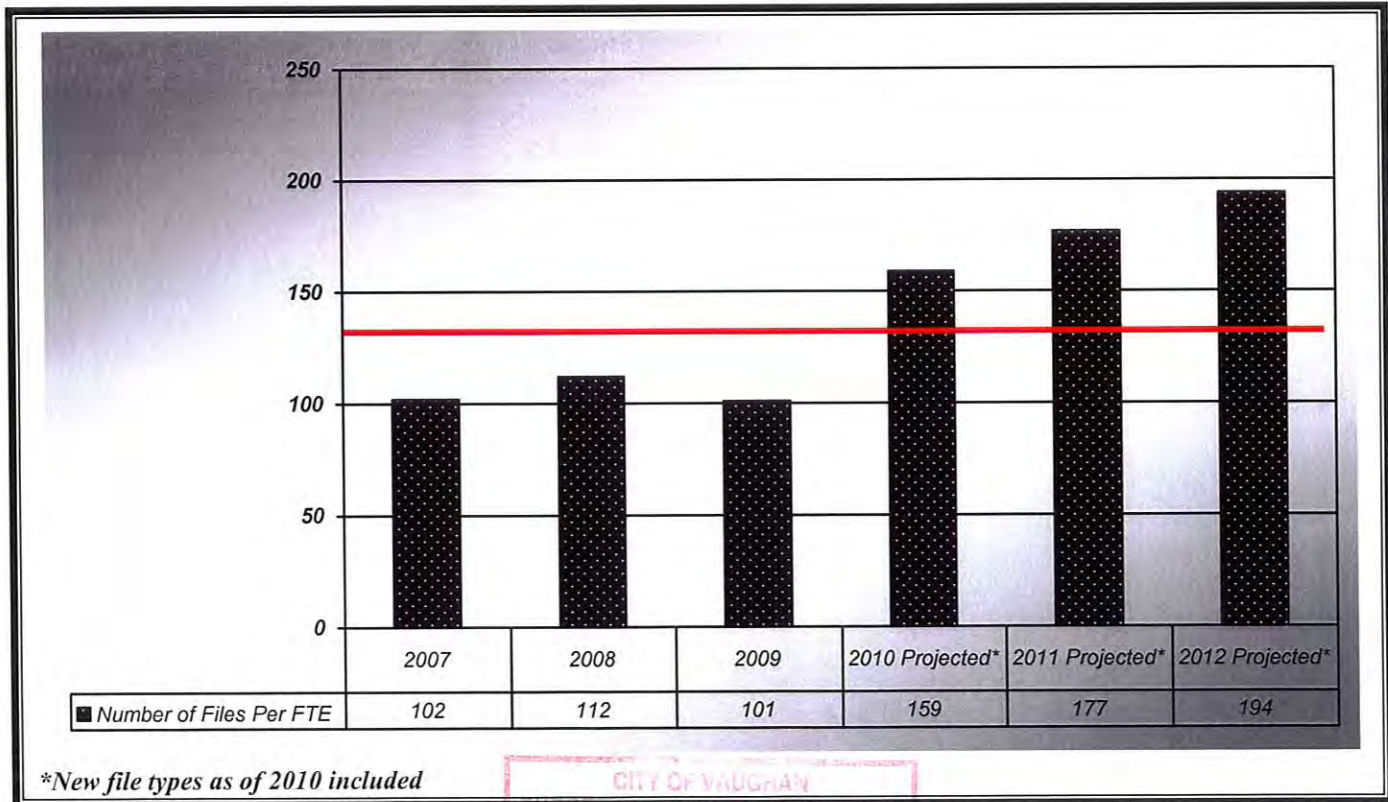
The Urban Design Section is assuming a greater role in the development planning process due to the complexity of development proposals and the recognition of the importance of quality urban design in creating sustainable and livable places for people. This is creating a greater demand on staff time. There are 4 Urban Design staff members responsible for the total file workload.



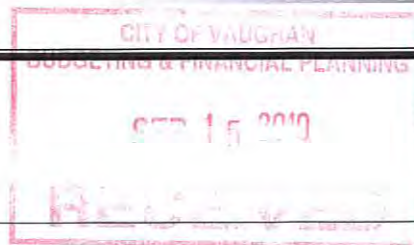
2011-12 Business Plan

The Urban Design Section's principle responsibilities include:

- Site plan and subdivision application review.
- Secondary plan and block plan design review.
- Advise on urban design, built form, architectural, landscape architectural and sustainable development matters, including strategic planning initiatives.
- Manage urban design studies, streetscape and community master plan projects.
- Consultation with community and stakeholder groups through interactive workshops, meetings, and design charrettes, and sitting on various Committees (such as Maple Streetscape and Concord West Streetscape Committees).
- Liaise with the public to provide urban design information, including the management of urban design project web pages.
- Provide design review for City and Regional capital projects and external agency infrastructure projects (such as TTC subway extension).
- Liaise with regional authorities, external agencies and municipal departments to promote and coordinate green infrastructure development (such as integration of storm water management controls into streetscapes, transit-oriented development, etc.).
- Inspection and acceptance of landscape and streetscape works through the development process
- Review sign variance applications as part of the Sign Variance Committee.
- Manage numerous special projects related to urban design (Urban Design charettes and workshops, presentations to Council, Urban Design Awards).
- Development of urban design-related graphic materials and presentations.



*New file types as of 2010 included



2011-12 Business Plan

<i>Types of Files</i>	<i>Year</i>			<i>Projected</i>	<i>Projected</i>	<i>Projected</i>
	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>
<i>Site Plans</i>	93	95	90	115	120	125
<i>Pre-application Consultation Meetings *</i>	0	0	0	180	180	180
<i>Urban Design Guidelines</i>	13	8	14	16	19	21
<i>Architectural Control Guidelines</i>	7	8	6	7	12	17
<i>Streetscape/Landscape Construction Drawings</i>	13	16	17	18	18	19
<i>Subdivision/Landscape Drawings</i>	101	115	131	90	80	75
<i>Subdivision Assumption Inspections</i>	40	45	31	30	45	55
<i>Subdivision Completion Approval Inspection</i>	42	45	34	28	40	50
<i>Woodlot/Vegetation Assessments</i>	15	20	13	10	15	20
<i>Letters of Credit Release Inspections</i>	76	64	40	48	70	85
<i>Sign Variance Applications *</i>	0	0	0	52	60	70
<i>Urban Design Studies & Masterplans/ In House Studies & Capital Projects</i>	6	26	27	40	50	60
Total	406	448	403	634	709	777

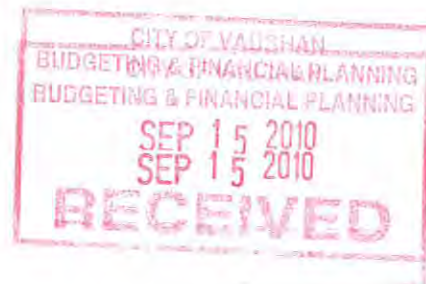
* New as of 2010 included.

Key Conclusion:

The City's new strategic Plan (Vaughan Vision 2020) emphasizes the importance of urban design to deliver the City's commitment to creating more compact, sustainable and livable communities over the next 25 years. Urban design brings together issues of planning, transportation, architectural design, development economics, landscape architecture and engineering to create a vision for an area and throughout the City and then ensure it is delivered. There is an increasing demand for the Urban Design Section to provide core services for both the Development Planning Department and the Policy Planning Department. Also, increasingly Urban Design staff is working with regional and municipal storm water management and transportation engineers to develop forward-thinking and sustainable urban design solutions for the City's streets and communities.

Notes about the Measure:

The Development Planning Department has assumed the role in the strategic planning of urban form and the preparation of urban design documents "in house" which creates increased pressure on staff's time to complete the work. The development of Urban Design Guidelines, Frameworks and Master Plans require a significant amount of work by staff who are also responsible for the daily review of development applications and liaison with the public, including sitting on various Committees (i.e. Sign Variance and Streetscape). It is also anticipated that there will be an increase in the number of site inspections associated with the release of Letters of Credit due to the increase in development activity.



2011-12 Business Plan**BUSINESS OVERVIEW:**

Year to date, the number of development applications processed in 2010 was higher compared to the same period last year and requiring more staff time to manage the applications. In addition, the Manager of Development Planning was on a temporary 6 month secondment to the Policy Planning Department in order to complete the Official Plan review which was adopted by Council on September 7, 2010. This created a vacant planner position for the same period that was not filled due to the short length of time, and thereby creating an increased workload for the remaining planning staff.


The Department continues to manage development applications submitted in previous years resulting in 500 currently active development applications with a yearly average of 50 files for each of the 10 Planners in the Department, which when combined with numerous meetings, public inquiries, data input, attending night meetings, Council directed initiatives and Ontario Municipal Board Hearings contributes to a high workload per Planner. As identified, one Planner also processes 384 Committee of Adjustment applications per year (2010) and attends Ontario Municipal Board Hearings when an appeal is filed in response to the Committee's decision.

The Urban Design, Administrative and GIS Sections of the Department must also perform to meet these challenges and deadlines. The increased complexity and changing nature of development applications which propose more intense and infill forms of development are significant and key factors that must be taken into consideration on a go-forward basis as a performance measurement respecting the Department's ability to successfully and efficiently manage development applications while maintaining high service levels. This significant workload in addition to the increasing complexity of current development applications represents an accurate measure of assessing the Department's activity in meeting its' workload responsibilities rather than revenue generated through development applications.

The Development Planning Department has several important initiatives to work on over the next few years as identified in this Business Plan which will require all Planning Staff to contribute their time in addition to their daily workload including undertaking the 2011 Urban Design Awards (2011 ARR), Site Plan Process 2-year Review (2011), preparation of a City-wide urban design manual including sustainability and design guidelines to implement the new City Official Plan policies (2011-2012), Public Notification of Planning Applications 2-year review (2012), and a 3 year in-house City-wide review of By-law 1-88 to implement the new City Official Plan (2012 to 2015), as well as new capital streetscape projects that will be requested through the Capital Budget deliberations. In addition, the Development Planning Department must implement Provincial (i.e. Growth Plan), Regional (ie. new Official Plan) and City (new Official Plan, Vaughan Vision 2020, Environmental Master Plan etc.), policies and initiatives designed to create complete communities where the citizens of Vaughan can work, live and play.

The Development Planning Department anticipates an improving economic climate in 2011 and beyond. Also, the City's new Official Plan Review will facilitate new development opportunities resulting in additional development applications and an increased workload. In addition, the servicing constraints will be lifted over the next few years, which will facilitate applications and phases of development currently held in abeyance to commence their completion, further placing increased time demands on Development Planning staff. Planning and urban design work and approvals for the 3 TTC subway stations will also contribute to the workload of the Department during the 2010 and 2011 period.

To conclude, the Development Planning Department works at a high level to sustain and improve the level of service for the residents and businesses of the City of Vaughan, and the workload is expected to increase in 2011 and 2012.

Commissioner Sign-off

CITY OF VAUGHAN
BUDGETING & FINANCIAL PLANNING
SEP 15 2010
RECEIVED

Sept 16/10
Date (mm/dd/yy)





**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (If applicable)

Department **Business Unit Name**

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	-	-	-	-	-
Net FTE's	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	-	-	-	-	-
Other continuous costs	30,000	(30,000)	-	30,000	30,000
One-time expenses	-	-	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 30,000	\$ (30,000)	\$ -	\$ 30,000	\$ 30,000
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

The 2011 Urban Design Awards Program will promote and recognize projects with excellence and innovation in urban design that exemplify the best architecture, landscape architecture and environmental stewardship that together help create a more beautiful and sustainable City. The Urban Design Awards are intended to be held every 2 years (last undertaken in November 2008) and acknowledges the importance of environmental sustainability, and is a central part of the Vaughan Vision 2020 Strategic Plan.

The funding required is \$30,000.00 with a request that this amount be automatically allocated every 2 years to the Development Planning Department starting the 2011 budget year to host the Urban Design Awards program and gala event, which will include: poster design, printing, brochures and applications, judges honorarium, awards, jury report design and layout, venue, food, rentals and audio/video presentation. An Additional Resource Request was submitted for consideration in the 2010 budget deliberations, which was not approved by Council. Approval of funding in 2011 will facilitate an Urban Design Awards Program in Fall 2011, and which was last held 3 years ago.

Milestones or Deliverables	Timelines	Comments

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

The majority of the work for the Urban Design Awards Program is prepared by the Urban Design staff with assistance from the GIS and Administrative staff of the Development Planning Department.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Urban Design Awards Program
----------------------	------------------------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Conduct the 5-year comprehensive review of the Official Plan as part of Growth Management Strategy 2031.	3				Mandatory	Management Excellence	Plan & Manage Growth & Economic Vitality
Ensure citizen-focused communication initiatives: Establish and implement a more effective model for civic engagement and enhance our public consultation process.	5				Mandatory	Management Excellence	Demonstrate Leadership & Promote Effective Governance

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

This initiative is consistent with the priorities set forth in Vaughan Vision 2020, particularly "Plan and Manage Growth & Economic Vitality".

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

This is directly related to the Business Plan in that the Urban Design Section of the Development Planning Department is assuming a greater role in the development planning process due to the complexity of development proposals and the recognition of the importance of quality urban design in creating sustainable and livable places for people. The City's new strategic Plan (Vaughan Vision 2020) emphasizes the importance of urban design to deliver the City's commitment to creating more compact, sustainable and livable communities over the next 25 years. Urban design brings together the disciplines of planning, transportation, architectural design, development economics, landscaping and engineering to create and facilitate a vision for both places and buildings throughout the city, and ensure it is delivered.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

The Urban Design Awards recognizes, acknowledges and promotes excellence in urban design and environmental sustainable as-built development, which will set an example within the development industry for others to follow

5) Alternatives

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

If there is no funding, then there will be no Urban Design Awards Program.

Request Title	Urban Design Awards Program
----------------------	------------------------------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

Should the funding for the Urban Design Awards beginning 2011 not be approved, the development community and residents would be affected due to the demonstrated lack of commitment by the City to promote and recognize excellence in urban design and environmental sustainability which has been identified as a central part of the Vaughan Vision 2020, the City's development blueprint for the future.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.) _____

What are the compliance requirements? _____

Current status of compliance: _____

Comments

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

Request Title	Urban Design Awards Program			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	-
2	* Benefits	(See sect. 8&9)	-	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	Sundry Expense (printing, graphics, awards, venue, rentals etc.)	180001.7699.01	30,000	(30,000)
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal			30,000	(30,000)
			30,000	30,000
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-
2	<blank>			
3	<blank>			
Subtotal			-	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal			-	-
TOTAL OPERATING BUDGET CHANGE			30,000	(30,000)
			30,000	30,000
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)		-	-
FTE's	(calculated field - sect. 8&9)		-	-
FTE reductions/offsets	(Manual Field)		-	-
Net FTE's	(calculated field - sect. 8&9)		-	-

Request Title	Urban Design Awards Program
---------------	-----------------------------

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				

2011 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)		-	-	-
* Annual benefits (<i>calculated field</i>)		-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)		-	-	-
Subtotal	\$	-	\$	-

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$	-	\$	-

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2011 Complement Annual Costs	\$	-	\$	-	\$	-
---	-----------	----------	-----------	----------	-----------	----------

Additional Comments:

Request Title	Urban Design Awards Program
---------------	-----------------------------

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
---	-------------	-------------	-------------	-------------

Additional Comments:

The Urban Design Awards Program was last held in November 2008, which promoted excellence and innovation in urban design throughout the City of Vaughan including such awards as the Environmental Green Award, along side the Award of Excellence and Award of Merit. Additionally, the Vaughan Urban Design Awards Program was adopted by Council on May 26, 2008 to promote local development initiatives that exemplify excellence in urban design, architecture, landscape architecture and environmental stewardship in the City of Vaughan.



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary Additional Staff Complement (Contract)-Zoning By-Law Review
(If applicable)
Department Development Planning Department **Business Unit Name** Development Planning

Request Title Additional Staff Complement - Zoning By-law Team

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	-	6.00	6.00	-	6.00
Net FTE's	-	6.00	6.00	-	6.00
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	-	558,480	558,480	-	558,480
Other continuous costs	-	1,200	1,200	-	1,200
One-time expenses	-	19,800	19,800	(19,800)	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ -	\$ 579,480	\$ 579,480	\$ (19,800)	\$ 559,680
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

The request for 6 (to be confirmed in the 2012 budget deliberations) full time complement positions, on contract, to comprise an interdisciplinary team from Building Standards, Policy Planning, ITM, and led by the Development Planning Department, to work strictly on a new comprehensive Zoning By-law, which will implement the new Official Plan that was adopted by Council in September 2010. Under the Provincial Planning Act, a municipality has 3 years from the adoption of the Official Plan to complete the new Zoning By-law. In order to undertake this mandate, the additional resource request is to hire 6 staff from the various departments on contract for 3 years to complete the Zoning By-law. A comparative analysis was preliminarily undertaken to compare the cost of completing an in-house review as opposed to hiring a consultant to complete the Zoning By-law. Based on a maximum 3 year review, the cost to hire a consultant (further to completing a Call for Proposal and Terms of Reference) could range from approximately \$1 to \$2 million dollars depending on the amount of work undertaken by the consultant (and the amount to be done by staff) to complete this project and the level of GIS technology to be included with an interactive type by-law.

A more definitive cost break down associated with this request will be provided during the 2012 budget deliberations. The opportunity for staff to complete the Zoning By-law in-house may be more cost effective as it would give staff better control over this process and allow staff to maintain a consistent level of communication amongst the various departments, given staff's familiarity with the current zoning by-law and new Official Plan policies.

Milestones or Deliverables	Timelines	Comments

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

Departments such as Building Standards, Policy Planning, ITM, Engineering, Parks Development, Legal Services, By-law Enforcement and Corporate Communications would be involved and required to work with the Zoning By-law Team, some on a core level and others on an interim basis, to provide resources to this project in order to comply with the Provincial requirements. The various departments noted would provide input and comments on the creation of a new amended zoning by-law and zoning exceptions review, which would be led by the Development Planning Department.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Additional Staff Complement - Zoning By-law Team
----------------------	---

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Conduct the 5-year comprehensive review of the Official Plan as part of Growth Management Strategy 2031.	3			High	Mandatory	Management Excellence	Plan & Manage Growth & Economic Vitality

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

Completion of the Zoning By-law review will facilitate the implementation of the City's Official Plan which is a key component of the City's Growth Management Strategy.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

Completion of the Zoning By-law review will facilitate the implementation of the City's Official Plan which is a key component of the City's Growth Management Strategy.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

This request for additional City staff complement to prepare a new zoning by-law is a requirement under the Planning Act that a City adopt a zoning by-law to implement the Official Plan. This is a key element of the City's Growth Management Strategy and directly impacts other corporate policies and initiatives such as the Vaughan Vision 2020 and the Environmental Master Plan. Additionally, the original By-law 1-88 (approved in 1988) does not contain the progressive zoning provisions required to implement the intended forms of development applications under the new Official Plan. The preparation of a new City-wide zoning by-law is a significant undertaking which will require 3 full years to complete and the additional staff complement comprising an interdisciplinary team from various City departments as highlighted to undertake the project in-house rather than hire consultants (\$1 to 2 million) which will result in cost savings under this approach.

5) Alternatives

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

See details provided under Section 1A.

Request Title	Additional Staff Complement - Zoning By-law Team
----------------------	---

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, etc.)

The new Official Plan is a key City policy document that establishes the framework for the future development of the City and implements other City policies and initiatives, such as Vaughan Vision 2020 and the Environmental Master Plan, etc. The City's zoning by-law is the key implementation tool of the Official Plan. If this request is not approved, the Official Plan and related City policies and initiatives, cannot be implemented as they relate to development in Vaughan. Also, the City's failure to implement a new zoning by-law would be in contravention of the Provincial Planning Act, which mandates that this be undertaken within 3 years of the adoption of a new comprehensive Official Plan for the municipality.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

Provincial Legislation - Planning Act Section 27(9)

What are the compliance requirements?

Comments

Section 27(9) of the Planning Act specifies that the zoning by-law be amended to conform with the Official Plan no later than 3 years after a revision.

Current status of compliance:

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Legal issues may arise if there is no new zoning by-law to implement the new City Official Plan.

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

The Zoning By-law is the key tool used to implement the new Official Plan. The last comprehensive review undertaken of the City's Zoning By-law was in 1988. The by-law is out of date, and does not appropriately implement development envisaged under the new City Official Plan. As a result, the implementation of other strategic corporate policies and initiatives (i.e. Vaughan Vision 2020 and the Environmental Master Plan) will be compromised.

Current service level vs. target

Request Title	Additional Staff Complement - Zoning By-law Team			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	474,495
2	* Benefits	(See sect. 8&9)	-	83,986
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	1,200
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		-	559,680	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	19,800
2	<blank>			(19,800)
3	<blank>			
Subtotal		-	19,800	(19,800)
OFFSETS - cost savings, reductions, etc				
1	Benefit savings from full-time to contract			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		-	579,480	(19,800)
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	-	6.00	
FTE's	(calculated field - sect. 8&9)	-	6.00	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	-	6.00	

Request Title	Additional Staff Complement - Zoning By-law Team
---------------	--

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				

2011 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)		-	-	-
* Annual benefits (<i>calculated field</i>)		-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)		-	-	-
Subtotal	\$	-	\$	-

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$	-	\$	-

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2011 Complement Annual Costs	\$	-	\$	-	\$	-
---	-----------	----------	-----------	----------	-----------	----------

Additional Comments:

Request Title	Additional Staff Complement - Zoning By-law Team
----------------------	---

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title	Various City Staff	Senior Planner		
Estimated start date	1/1/2012	01/01/12		
# of positions requested	5.00	1.00		6.00
Full-time equivalents (FTEs)	5.00	1.00		6.00
Position type	Full-time	Full-time		
Position agreement classification	Contract	Contract		
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)	01-01-2012 to 31-12-2014	01-01-2012 to 31-12-2014		
Business unit #	180440	180440		
Grade level	L	Level 8		
Est. starting step	Start	Start		

2012 Complement Annual Cost Detail

Annual full-time \$	367,943	88,302		456,245
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	14,718	3,532	-	18,250
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	67,731	16,255	-	83,986
Subtotal	\$ 450,392	\$ 108,089	\$ -	\$ 558,480

Continuous costs	(BU & Acct #.)			
1) Office supplies	180001.7200'	1,000	200	1,200
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal		\$ 1,000	\$ 200	\$ - \$ 1,200

One-time costs	(BU & Acct #.)			
1) Computer equip.	180440.7211	9,000	1,800	10,800
2) Office equip.	180440.7210'	7,500	1,500	9,000
3) Other				-
Subtotal		16,500	3,300	- 19,800

Total 2012 Complement Annual Costs	\$ 467,892	\$ 111,589	\$ -	\$ 579,480
---	-------------------	-------------------	-------------	-------------------

Additional Comments:
 The City's Zoning By-law is the key implementation tool of the Official Plan. If this request is not approved, the Official Plan and related City policies and initiatives (i.e. Vaughan Vision, Environmental Master Plan) cannot be implemented as they relate to development in Vaughan. This ARR is a placeholder to advise of the potential resources that will be needed to undertake this Provincially mandated Zoning By-law Review, with details to be determined through the 2012 budget deliberations. It is expected that the Zoning Review Team will include a new Senior Planner (or Manager), Development Planner, Policy Planner, Zoning Examiner and a GIS/IT member, which will comprise the 6 core members and the ARR.



2011-12 DRAFT OPERATING BUDGET

POLICY PLANNING

- FINANCIAL SUMMARY
- BUSINESS PLAN
- ADDITIONAL RESOURCE REQUESTS
 - Permanent P/T Clerk Typist (deferred to 2013)

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011 Inc/(Dec)	2011 Account Reallocati on	2011 Total Budget Variance	Budget 2012	2012 Inc/(Dec)	2012 Account Reallocati on	2012 Total Budget Variance
185 - Policy Planning											
Revenue											
3522 Trsf. fm Res. & Res. Funds	0	0	0	0	0	0	0	0	0	0	0.00%
3574 Rev. from Recover. Expenses	0	0	0	0	0	0	0	0	0	0	0.00%
3582 Block Plan Review	0	0	0	0	0	0	0	0	0	0	0.00%
3614 General Revenue	0	(76)	0	0	0	0	0	0	0	0	0.00%
3618 Dept. Misc. Revenues	0	(3,735)	0	0	0	0	0	0	0	0	0.00%
3619 Admin Fee OMB appeals	(1,140)	(388)	0	0	0	0	0	0	0	0	0.00%
Revenue	(1,140)	(4,199)	0	0	0	0	0	0	0	0	0.00%
Labour Accounts											
7010 Full Time	835,004	885,595	901,918	818,426	(83,492)	0	(83,492)	868,572	50,146	0	50,146
7012 Overtime	6,168	28,224	7,015	7,420	405	0	405	7,515	95	0	95
7015 Part Time	17,240	62,214	12,790	0	(12,790)	0	(12,790)	0	0	0	0
7017 Benefits	216,102	225,220	232,963	210,534	(22,429)	0	(22,429)	227,704	17,170	0	17,170
Labour Account Subtotal	1,074,514	1,201,253	1,154,686	1,036,380	(118,306)	0	(118,306)	1,103,791	67,411	0	67,411
Non Labour Accounts											
7100 Mileage	2,967	1,367	4,900	4,900	0	0	0	4,900	0	0	0
7105 Memberships/Dues/Fees	4,271	3,789	4,800	4,800	0	0	0	4,800	0	0	0
7110 Meals & Meal Allowances	1,199	742	540	540	0	0	0	540	0	0	0
7115 Training & Development	1,506	1,516	3,550	3,550	0	0	0	3,550	0	0	0
7120 Telephone Charges	0	0	0	0	0	0	0	0	0	0	0
7122 Cellular Telephones	0	0	0	0	0	0	0	0	0	0	0
7125 Subscriptions/Publications	96	0	270	170	(100)	(100)	(100)	170	0	0	0
7126 Mailings	0	0	190	0	(190)	(190)	(190)	0	0	0	0
7130 Seminars & Workshops	2,466	676	2,100	2,100	0	0	0	2,100	0	0	0
7135 Advertising	0	0	0	0	0	0	0	0	0	0	0
7200 Office Supplies	1,694	3,200	1,730	1,920	190	190	190	1,920	0	0	0
7203 Drafting Supplies	0	0	400	300	(100)	(100)	(100)	300	0	0	0
7205 Computer Supplies	838	576	1,692	1,690	(2)	2	(2)	1,690	0	0	0
7210 Office Equip. & Furniture	0	0	348	350	2	0	2	350	0	0	0
7211 Computer Hardware/Software	8,734	361	1,140	1,740	600	600	600	1,740	0	0	0
7214 Miscellaneous Equipment	0	0	0	0	0	0	0	0	0	0	0
7215 Mice. & Repairs - Equip.	0	0	0	0	0	0	0	0	0	0	0
7220 Copier/Fax Lease Charges	12,068	13,931	8,580	8,580	0	0	0	8,580	0	0	0
7221 Corporate Promotions	0	0	0	0	0	0	0	0	0	0	0
7222 Printing	230	2,323	1,000	3,500	2,500	2,500	2,500	3,500	0	0	0
7225 Postal Services	0	0	0	0	0	0	0	0	0	0	0
7226 Courier Services	0	493	0	150	150	150	150	150	0	0	0
7300 Protect. Clothing/Uniforms	76	0	360	180	(180)	(180)	(180)	180	0	0	0
7315 Preventative Mice. A	0	0	0	0	0	0	0	0	0	0	0
7340 Machine Time	0	0	0	0	0	0	0	0	0	0	0
7520 Professional Fees	25,631	20,618	126,250	62,130	(64,120)	(3,100)	(64,120)	62,130	0	0	0
7560 Gas/Diesel - Vehicles	0	0	0	0	0	0	0	0	0	0	0
7630 Wireless/Internet Commun.	1,255	590	950	1,180	230	230	230	1,180	0	0	0
7696 GST Adjustment 2004	0	0	0	0	0	0	0	0	0	0	0
7699 Sundry Expenses	2,353	2,065	1,350	1,350	0	0	0	1,350	0	0	0
7700 Chgs. from Other Depts.	0	0	0	0	0	0	0	0	0	0	0
7770 Transfer to Capital Fund	0	0	0	0	0	0	0	0	0	0	0
7780 Trsf. to Reserves-Insurance	0	0	0	0	0	0	0	0	0	0	0
7785 Trsf. to Reserves-Other	0	0	0	0	0	0	0	0	0	0	0
7790 Trsf. to from Expend. Res	(2,883)	(1,000)	0	0	0	0	0	0	0	0	0
7791 Trsf. to Capital	0	0	0	0	0	0	0	0	0	0	0
Non Labour Account Subtotal	62,501	51,247	160,150	99,130	(61,020)	0	(61,020)	99,130	0	0	0
Total Expenditure	1,137,015	1,252,500	1,314,836	1,135,510	(179,326)	0	(179,326)	1,202,921	67,411	0	67,411
											5.94%

2011 Budget Variance Comments

Full Time Decrease due to transfer of Senior Planner from Policy Dept. and 2 vacant positions budgeted to start at a lower level and economic adjustment

Overtime Increase due to union agreement rate changes

Part Time Decrease due to reallocation of temporary part time Clerk Typist assisting with Official Plan work in 2010 to Professional Fees

Benefits Increase in relation to salary change

Subscriptions / Publications Reallocation to Wireless/Internet Commun.

Newsletters & Mailings Reallocation to Office Supplies

Office Supplies Reallocation from Newsletters & Mailings

Drafting Supplies Reallocation to Wireless/Internet Commun.

Computer Hardware/Software Reallocation from Professional Fees

Printing Reallocation from Professional Fees

Courier Services Reallocation from Protect. Clothing/Uniforms

Protect. Clothing/Uniforms Reallocation to Courier Services

Professional Fees Reduction of \$75k in base as part of budget saving initiative offset by reallocation from Part time clerk typist position

Wireless/Internet Commun. Reallocation to Subscriptions / Publications, Drafting Supplies, and Protect. Clothing/Uniforms

2012 Budget Variance Comments

Full Time Increase due to pro-rated progression and economic adjustment

Overtime Increase due to union agreement rate changes

Benefits Increase in relation to salaries increase and per guidelines

2011-12 Business Plan

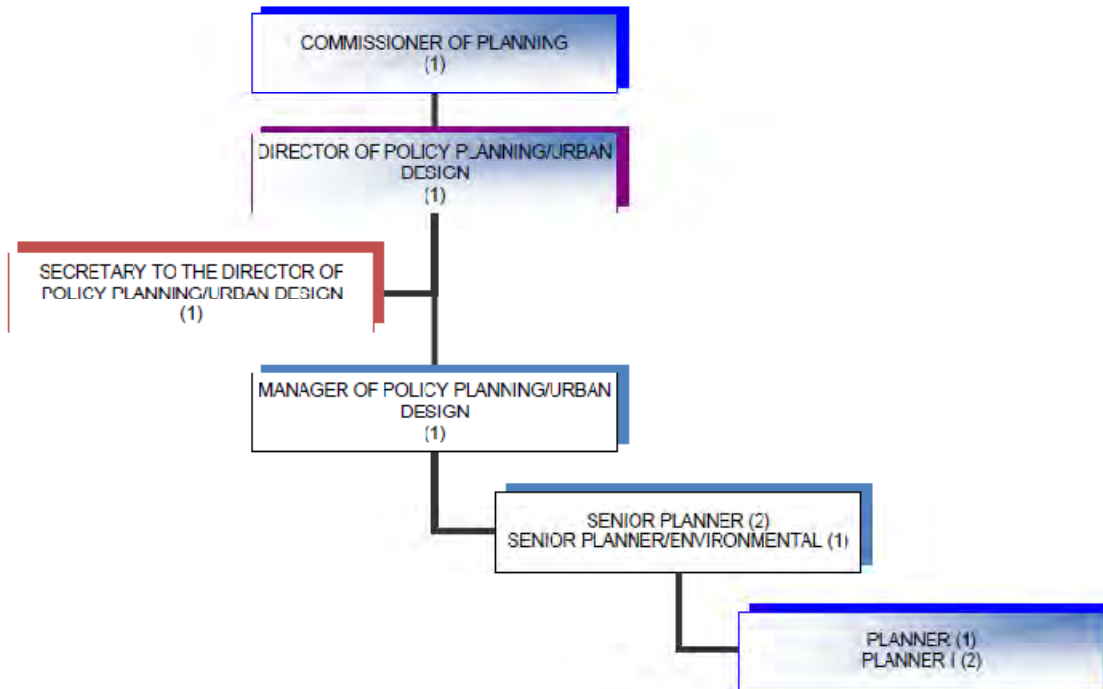
BUSINESS OVERVIEW

Service Statement: (Describe the core responsibilities for your department)

The Policy Planning Department promotes quality communities within the City of Vaughan by the delivery of planning services, undertaking studies and preparation of plans and policies in keeping with good social, environmental, urban design and land use principles and corporate objectives.

Service Profile:

POLICY PLANNING DEPARTMENT Organization Chart



Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	9	10	10	9	0	0
Part Time	0	0	0	0	0	0
Overtime	\$2,560	\$7,795	\$7,015	\$7,205	0	0

Key Stakeholders:

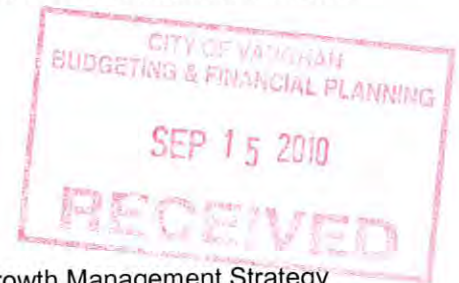
- Council
- City
- Citizens of Vaughan
- Development Community
- Other government & public agencies

2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

- Pursue Excellence in Service Delivery
- Enhance and Ensure Community Safety, Health & Wellness
- Lead and Promote Environmental Sustainability
- Maintain Assets & Infrastructure
- Plan and Manage Growth & Economic Vitality



Conducting a 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031 was a high priority for the City of Vaughan. The Policy Planning Department completed the City-Wide Official Plan and 6 Secondary Plans by September 2010. However there are a number of projects that are adjuncts or follow up work to the Official Plan namely:

- Modifications and appeals to Official Plan 2010
- Secondary Suites Study and Task Force
- Places of Worship Policies
- Block Plans (Block 61, Kleinburg North)
- VMC northwest quadrant and Pandolfo Site – examination/potential reconfiguration/ policy revisions
- Yonge Steeles Secondary Plan – Dorian Place and 8100 Yonge Street
- Natural Heritage Network Study
- Highway 7 streetscape and transit design work.
- Sustainable Development Guidelines and Performance Standards
- Centre Street Study
- Secondary Plans within the Built Boundary

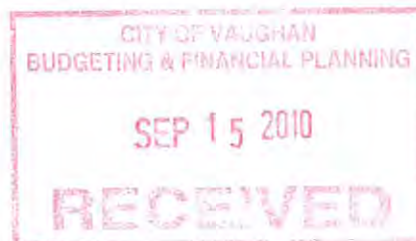
Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

- 1) As a result of the increased number of projects, junior staff (union) are needed to take an increasingly responsible role which is beyond their job description and pay level.
- 2) Also, due to increased workload and its complexity, the workload and responsibility of the Secretary to Director of Policy Planning far exceeds the hours available for one person to accomplish the tasks.
- 3) Actual Studies vs. Planned Studies. Every year, Council has directed Policy Planning staff to undertake studies that were unknown at the time of Budget preparation. Examples in past years are:
 - Sustainable Development Initiatives
 - Public Squares
 - Official Plan Volume 2 Modifications

2011-12 Business Plan

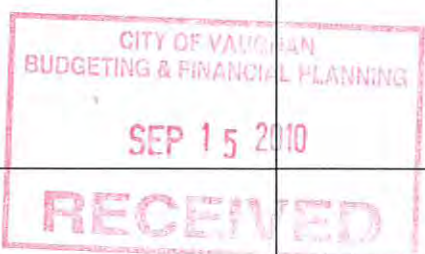
Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Ongoing business in terms of the delivery of Policy Planning through the preparation of planning studies, policies, guidelines and response to Council inquiries	2010	Ongoing	Completed study according to Council approved Terms of Reference
Represent the City's planning interests through work and communication with Council Members, the public, other Departments and Agencies, various levels of government and the Ontario Municipal Board	2010	Ongoing	Delivery of state of the art planning policy Positive Feedback from stakeholders/clients
Undertake a 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 203. This work also included the following: 1. Support and coordinate land use planning for high capacity transit at strategic locations in the City (Strategic Initiative #3); <ul style="list-style-type: none"> 3 Focused Area Studies and Secondary Plans addressed areas of development intensification related to higher order transit Yonge Steeles Corridor, Jane and Major Mackenzie North West quadrant (hospital site) and the Vaughan Metropolitan Centre. 	2007 2007-2010		Adopted by Council Sept 2010 Adopted by Council Sept 2010
2. Prepare a land use plan for the Vaughan enterprise zone and employment lands (Strategic Initiative #3), The West Vaughan Employment Area Secondary Plan addressed this initiative.	2010		Adopted by Council Sept 2010
3. Create a strategy to provide more urban green space including parks, woodlot, valley land and open space. Two Focused Area Studies and Secondary Plans addressed this initiative in a comprehensive manner: The North Kleinburg-Nashville Secondary Plan and the Woodbridge Centre Plan.	2008		Adopted by Council Sept 2010
Other initiatives that support the Growth Management Strategy 2031 are: the Parking Standards Review, the Drive-Through policies and guidelines.			Adopted in Principle by Council 2010.



2011-12 Business Plan

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Objectives, generally in priority.)			
1. Undertake modifications through the Region to the Vaughan Official Plan 2010 and 5 new Secondary Plans as a result of negotiations with stakeholders and the Regions review of the Plan.	Q1 2011		
2. Deal with outstanding appeals to OMB	Q2 to Q4 2011		
3. Additional design work and community and stakeholder consultation regarding aspects of the VMC.	Q4 2010 - Q1 2011		\$20,000 VMC, \$10,000 Yonge Steeles from Professional Fees, Operating Budget 2010.
4. Complete Block 61	Q4 – 2010 Q1 - 2011		
5. Additional design work and community and stakeholder consultation regarding aspects of the Yonge Steeles Secondary Plan.	Q1 2011		\$10,000 from Professional Fees, Operating Budget 2010.
6. Initiate Secondary Suites study and task force planning policy.	Q4 2011		\$45,000 Professional Fees, Operating Budget 2010
7. Initiate Parking Standards Zoning By-Law to implement Parking Standards Review.			
8. Complete Sustainability Development Guidelines	Q4 2010- Q1 2011		Outside funding plus \$20,000 from Professional Fees, Operating Budget 2010
9. Complete Centre Street policy review. (Between Vaughan Boulevard and New Westminister Drive)	Q4 2010 to Q1 2011		
10. Initiate Secondary Plan Study for Weston and Hwy 7.	Q2 to Q4 2011		Capital Budget request \$210,000.
11. Initiate Secondary Plan Study for Concord & Go area.	Q3 2011		Capital Budget request \$170,000.
12. Undertake Natural Heritage Network study including significant wildlife habitat assessment and headwaters evaluation.	Q2 2011 Q4 2012		Capital Budget request \$250,000.
13. Places of Worship	Q2 – 2010 Q4 - 2011		

2011-12 Business Plan

2012 (Top 3 Objectives)			
1. Conclude appeals on Official Plan	Q1 to Q4 2012		
2. Initiate Secondary Plans for Urban Expansion	Q2 to Q4 2012		
3. Initiate Secondary Plan for Vaughan Mills	Q2 to Q4 2012		
4. Secondary Plan for Hospital Site (Jane & Major Mackenzie)	Q2 to Q4 2012		
5. Conclude Natural Heritage Network Study	Q1 to Q4 2012		

CITY OF VAUGHAN
BUDGETING & FINANCIAL PLANNING

SEP 15 2010

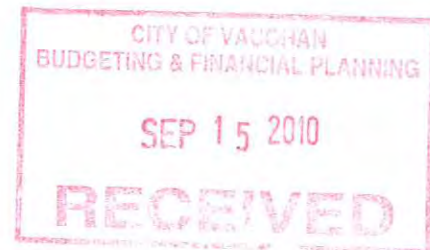
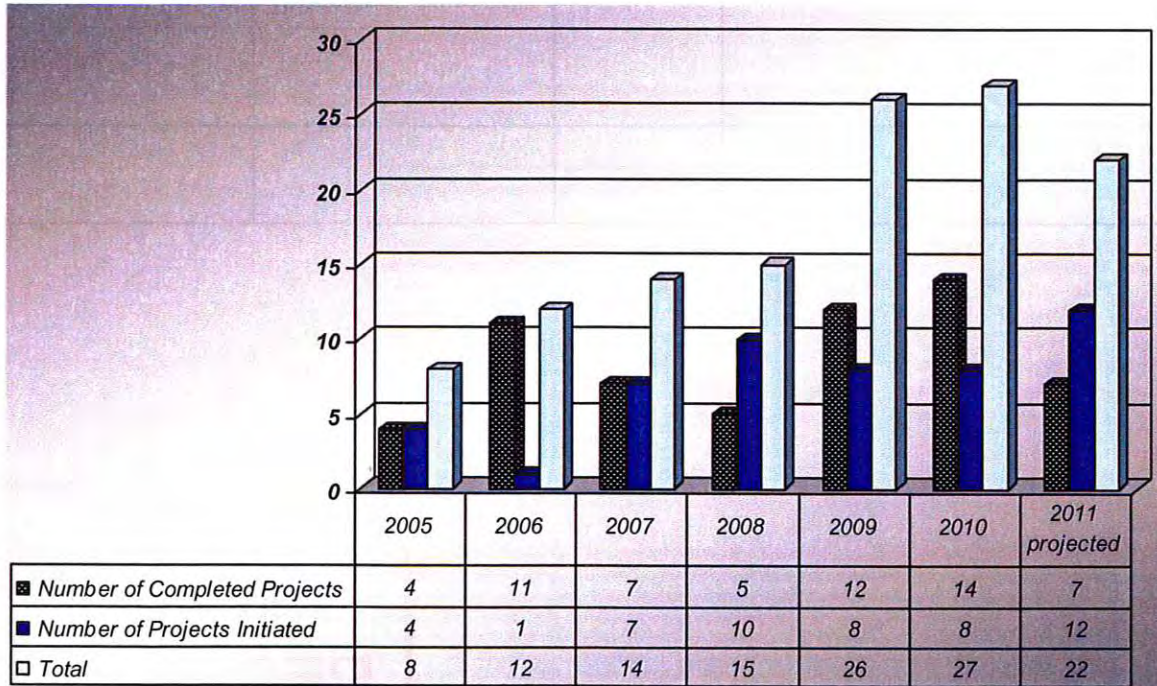
RECEIVED

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

1. Complete studies according to Terms of Reference – Meeting milestones on time; on budget based on periodic status reports to the Commissioner.
2. Feedback from stakeholders

BUSINESS OVERVIEW:



2011-12 Business Plan

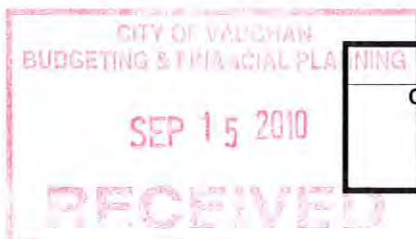
2009 Policy Planning Projects

PROJECT NAME	√ - COMPLETED IN 2009	O - ONGOING IN 2009	■ - INITIATED IN 2009
1. Block Plan 40/47		O	
2. Block 61 (complete) Secondary Plan	√		
3. Group Homes	√		
4. Highway 400 North Employment Area (Urban Design Guidelines and Zoning By-law) (ongoing)		O	
5. Kipling Avenue Corridor Study (complete)	√	O	
6. Major Mackenzie Dr/Jane St – Planning Study (ongoing)		O	
7. Parking Standards Review & Cash-in-Lieu		O	
8. Parking Standards Design Guidelines & Zoning By-Law		O	■
9. Sustainable Development Initiatives –Sustainable Development through LEED		O	■
10. Sustainable Development Initiatives – Measuring Environmental Sustainability Performance of Development		O	■
11. Sustainable Development Initiatives –Transportation Demand Management		O	■
12. Vaughan New Official Plan – Second Phase		O	
13. Vaughan New Official Plan – Focused Area Study – Vaughan Metropolitan Center OPA 500 Review, Terms of Reference, Consultant Selection, Background Analysis and Visioning phases (complete)	√	O	
14. Vaughan New Official Plan – Focused Area Study – Kleinburg Nashville Community Plan Review, Terms of Reference, Consultant Selection, Background Analysis, and Visioning phases (complete)	√	O	
15. Vaughan New Official Plan - Commercial Sectors Study – Terms of Reference and Consultant Selection		O	
16. Vaughan New Official Plan – Focused Area Study – Social Services Study, Terms of Reference, Consultant Selection, Background Analysis (complete)		O	
17. Vellore District Centre Review, Terms of Reference prepared	√		■
18. Design Review Panel (complete)	√	O	
19. Drive Through Facility Policies and Guidelines		O	
20. Places of Worship		O	
21. Public Squares	√	O	
22. Woodbridge Heritage Conservation Study and Plan (complete)	√	O	
23. Yonge Street Area Study (ongoing)		O	
24. OMB: Thornhill Yonge Street	√		■
25. OMB: Pinegrove on Highway 7	√		■
26. OMB: Kleinburg	√		■
TOTAL	12/26	20/26	8/26

Committees

Committees requiring staff attendance and work:

- Accessibility Advisory Committee
- Official Plan Review Committee
- Environmental Committee



2011-12 Business Plan

Key Conclusion: (What are some assumptions about the performance measure which should be stated?)

The number and complexity of policy planning studies initiated and completed, has increased each year. Completed and initiated studies: 8 in 2005, 12 in 2006, 13 in 2007, 16 in 2008, 26 in 2009 and 26 in 2010. It is expected that 2011 will be similar due to finalization of Official Plan and Secondary Plans (modifications, appeals) as well as undertaking follow-up studies such as secondary plans for intensification areas and the Natural Heritage Network, Places of Worship, Secondary Suites, Centre Street Policy Review.

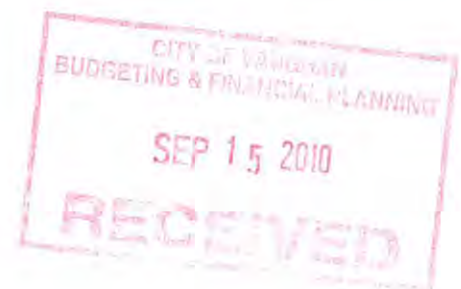
Overtime and meal expenditures will continue to be high in 2011 due to the number of projects and associated evening community consultation.

An "Additional Resource Request" is necessary to maintain the department's level of service due to excessive workload for Secretary to the Director.

The department has employed part-time clerical help (24 hours per week) for 2010. Despite this additional help the Secretary to the Director works approximately 10 to 12 hours of overtime weekly which, if fully claimed, would result in approximately \$19,000.00 of paid overtime.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

- 1) Study terms of reference are always approved by Council and form the basis of the RFP in the tendering process. The project, whether in-house or by consultants, must contain a work program setting out all tasks, milestones and key deliverables within the set budget timeframe. Throughout the course of a study, issues arise that may add to the complexity and/or change aspects of the study. The milestones, key deliverables and budget may change as a result.
- 2) Although the total number of projects completed per year is provided, projects vary in terms of complexity and conditions and must also be evaluated in their own right.
- 3) A project can be assessed on the basis of its own parameters – I.E. work to be carried out, time lines and successful production of the final recommendations (usually a planning document). Acceptance by the community, adoption/approval by Council and its implementation will be the key test of a successful project.



2011-12 Business Plan

2010 Policy Planning Studies and Work

PROJECT NAME	√ - COMPLETED IN 2010	O - ONGOING IN 2010	■ - INITIATED IN 2010
1. Block Plan 40/47		O	
2. Major Mackenzie Dr/Jane St – Planning Study	√		
3. Parking Standards Review and Design Guidelines	√		
4. Parking Standards Zoning By-Law - Initiated			■
5. Sustainable Development Initiatives – Landform Conservation	√		
6. Sustainable Development Initiatives – Measuring Environmental Sustainability Performance of Development		O	
7. Sustainable Development Initiatives –Transportation Demand Management	√		
8. Vaughan New Official Plan	√		
9. Vaughan New Official Plan – Focused Area Study – Vaughan Metropolitan Centre Secondary Plan	√		
10. Vaughan New Official Plan – Focused Area Study – Kleinburg North Secondary Plan	√		
11. Vaughan New Official Plan - Commercial Sectors Study	√		
12. Vaughan New Official Plan – Social Services Study	√		
13. Places of Worship		O	
14. Vaughan New Official Plan – Natural Heritage Network Background Study	√		
15. Vaughan New Official Plan - Housing Analysis and Employment Land Needs Background Study	√		
16. Vaughan New Official Plan – Vaughan West Employment Area Secondary Plan	√		
17. Vaughan New Official Plan – Woodbridge Centre Secondary Plan	√		
18. Yonge Steeles Study and Secondary Plan	√		
19. Revisions to VMC Detailed Streetscaping			■
20. Revisions to 400 North Employment Lands Design Guidelines		O	■
21. Evaluating Proposed Remedial and Floodproofing Measures & External Technical Review – Woodbridge FAS		O	
22. Follow up work related to Official Plan 2010 -VMC		O	■
23. Follow up work related to Official Plan 2010- OP 2010		O	■
24. Follow up work related to Official Plan 2010- Yonge Steeles		O	■
25. Secondary Suites Study and Task Force		O	■
26. Block 61		O	
27. Centre Street Review		O	■
TOTAL	14/27	11/27	8/27

Committees

Committees requiring staff attendance and work:

- Accessibility Advisory Committee
- Official Plan Review Committee
- Environmental Committee

CITY OF VAUGHAN
BUDGETING & FINANCIAL PLANNING

SEP 15 2010

RECEIVED

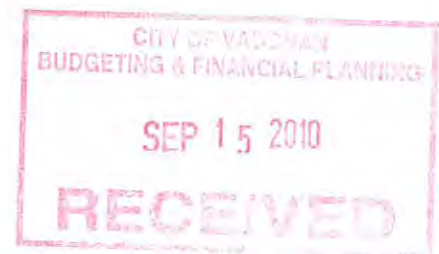
2011-12 Business Plan
Projected - 2011 Policy Planning Studies and Work

PROJECT NAME	O - ONGOING IN 2011	■ - INITIATED IN 2011	● - ONGOING IN 2012
1. Follow up work related to the New Official Plan	O		●
2. Vaughan Official Plan – 2010 OMB Appeals	O	■	●
3. Kleinburg North Secondary Plan – OMB Appeals		■	●
4. Woodbridge Centre Secondary Plan – OMB Appeals		■	●
5. Vaughan West Employment Area Secondary Plan – OMB Appeals		■	●
6. Vaughan Metropolitan Centre – revisions to Plan	O		
7. Vaughan Metropolitan Centre – OMB Appeals		■	●
8. Yonge Steeles Corridor Secondary Plan – OMB Appeals		■	●
9. Vaughan Centre Jane/Rutherford Secondary Plan	O	■	●
10. Weston and 7 Secondary Plan	O	■	●
11. Concord/Go Secondary Plan	O	■	●
12. Natural Heritage Network Study	O	■	●
13. Blocks 40/47 Block Plan	O		
14. Block 61	O		
15. Parking Standards Review Zoning By-Law	O		
16. Places of Worship	O		
17. Secondary Suites Study and Task Force.	O		
18. Sustainable Development Guidelines Study	O		
19. Highway 400 North Employment Area (Urban Design Guidelines Review and Zoning By-law)	O	■	
20. Yonge Street Area Study – Dorian Place Review	O		
21. Revisions to VMC Detailed Streetscaping	O	■	
22. Evaluating Proposed Remedial and Floodproofing Measures & External Technical Review – Woodbridge FAS	O		
TOTAL	15/22	12/22	8/22

Committees

Committees requiring staff attendance and work:

- Accessibility Advisory Committee
- Environmental Committee



2011-12 Business Plan

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

Conducting the 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031 was a high priority for the City of Vaughan. A significant amount of staff resources will continue to be needed to address the follow up issues related to the Official Plan. Work load will continue to be high (similar to 2009 and 2010) due to addressing the modifications and appeals to Official Plan and Secondary Plans, completing 6 studies (Parking Standards, Secondary Suites, Places of Worship, Centre Street, VMC, Yonge Steeles) and initiating 2 intensification area Secondary Plan studies and the Natural Heritage Network study.

The number and complexity of policy planning studies initiated and completed has increased each year since 2005. Work levels have more than quadrupled between 2005 and 2010 with no increase in staff complement.


The Policy Planning Department continues to evolve as a highly functioning and hard working department. A staff complement added through a secondment from the Development Planning Department will be returned to that department (Senior Planner) and another Senior Planner staff resource is on long-term medical leave (this represents 20 percent of our work force). Work continues to outstrip the resources available to cover it.

In order to maintain the departments' level of service, complete the Official Plan work by June of 2010 and retain staff and corporate knowledge during this critical period, 1 Additional Resource Request is being made:

- Permanent Part Time Clerical Position

Other aspects of the Operating Budget remain the same as previous years as a zero increase budget with some minor adjustments to reflect actual 2010 expenditures.

Due to an increase in community consultation efforts, both in terms of advertising requirements and meetings held with the community, the departments' obligations with respect to overtime, meals, advertising, printing continues to increase year over year. This has an impact on both the Operating and the Capital Budgets. In terms of the Operating Budget, the part time clerical position is needed in part to handle the volume related to this activity and additional funds need to be allocated to printing. In terms of the Capital Budget, additional funds need to be included for increased advertising and meeting costs.


Commissioner Sign-off
Date (mm/dd/yy)



2011-12 DRAFT OPERATING BUDGET

BUILDING STANDARDS

- FINANCIAL SUMMARY
- BUSINESS PLAN
- ADDITIONAL RESOURCE REQUEST
 - Plans Examiner (Zoning)
 - Clerk Typist (D)

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Account		2011 Total Budget		Budget 2012		2012 Account		2012 Total Budget	
						Inc/(Dec)	Reallocati on	Variance	%	Inc/(Dec)	Reallocati on	Variance	%		
110 - Building Standards															
Revenue															
3511 Service Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
3522 Trsf. fm Res. & Res. Funds	0	0	(200,000)	(650,000)	(450,000)	0	(450,000)	0	0.00%	(1,250,000)	0	0	(600,000)	0	92.31%
3524 Trsf. from Capital Fund	(4,710)	(27,872)	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
3566 Zoning Response Fees	(7,875)	(8,677)	(5,500)	(6,000)	(500)	0	(500)	0	9.09%	(6,000)	0	0	0	0	0.00%
3568 Fines	(8,226,495)	(7,988,029)	(7,332,500)	(6,956,125)	376,375	0	376,375	0	-5.13%	(6,589,615)	0	0	366,510	0	-5.27%
3570 Property Information Fees	(12,410)	(13,282)	(3,000)	(5,000)	(2,000)	0	(2,000)	0	66.67%	(5,000)	0	0	0	0	0.00%
3576 Taxable Sales	(19,891)	(18,218)	(6,000)	(6,000)	0	0	0	0	0.00%	(6,000)	0	0	0	0	0.00%
3578 Administrative Fee Revenue	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
3584 Execution of Site Plan Agree	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
3596 License Letter Fees	(11,850)	(11,487)	(6,000)	(7,500)	(1,500)	0	(1,500)	0	25.00%	(7,500)	0	0	0	0	0.00%
3600 Septic Tank Inspections	(6,137)	(4,720)	(6,000)	(5,000)	1,000	0	1,000	0	-16.67%	(5,000)	0	0	0	0	0.00%
3605 Infill Lot Grading	(429,766)	(606,298)	(274,250)	(326,500)	(52,250)	0	(52,250)	0	19.05%	(326,500)	0	0	0	0	0.00%
3610 Plumbing Permit Fees	(756,583)	(742,562)	(445,000)	(500,000)	(55,000)	0	(55,000)	0	12.36%	(500,000)	0	0	0	0	0.00%
3612 Service Charges	(67,001)	(84,619)	(75,000)	(75,000)	0	0	0	0	0.00%	(75,000)	0	0	0	0	0.00%
3618 Dept. Misc. Revenues	(13,897)	(20,625)	(9,900)	(10,475)	(575)	0	(575)	0	5.81%	(10,475)	0	0	0	0	0.00%
Revenue	(9,556,615)	(9,526,389)	(8,363,150)	(8,547,600)	(184,450)	0	(184,450)	0	2.21%	(8,781,090)	0	(233,490)	0	(233,490)	2.73%
Labour Accounts															
7010 Full Time	4,105,984	4,166,833	4,192,263	4,330,637	138,374	0	138,374	0	3.30%	4,510,503	0	179,866	0	179,866	4.15%
7012 Overtime	87,315	174,897	241,070	248,325	7,255	0	7,255	0	3.01%	251,430	0	3,105	0	3,105	1.25%
7015 Part Time	22,883	34,337	55,105	24,130	(30,975)	0	(30,975)	0	-56.21%	24,130	0	0	0	0	0.00%
7017 Benefits	1,071,419	1,029,684	1,135,631	1,167,502	31,871	0	31,871	0	2.81%	1,230,796	0	63,294	0	63,294	5.42%
Labour Account Subtotal	5,287,601	5,405,751	5,624,069	5,770,594	146,525	0	146,525	0	2.61%	6,016,859	0	246,265	0	246,265	4.27%
Non Labour Accounts															
7100 Mileage	71,988	71,694	96,750	96,750	0	0	0	0	0.00%	96,750	0	0	0	0	0.00%
7103 407-ETR Toll Charges	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7105 Memberships/Dues/Fees	13,801	13,762	15,040	23,900	8,860	0	8,860	0	58.91%	23,900	0	0	0	0	0.00%
7110 Meals & Meal Allowances	134	232	878	880	2	0	2	0	0.23%	880	0	0	0	0	0.00%
7115 Training & Development	14,100	15,804	57,370	57,370	0	0	0	0	0.00%	57,370	0	0	0	0	0.00%
7120 Telephone Charges	0	0	1,960	1,960	0	0	0	0	0.00%	1,960	0	0	0	0	0.00%
7122 Cellular Telephones	5,184	6,057	11,750	11,750	0	0	0	0	0.00%	11,750	0	0	0	0	0.00%
7125 Subscriptions/Publications	1,039	1,480	9,730	9,730	0	0	0	0	0.00%	9,730	0	0	0	0	0.00%
7130 Seminars & Workshops	4,279	4,764	10,000	10,000	0	0	0	0	0.00%	10,000	0	0	0	0	0.00%
7200 Office Supplies	15,122	12,079	22,020	22,020	0	0	0	0	0.00%	22,020	0	0	0	0	0.00%
7205 Computer Supplies	4,583	4,384	4,410	4,410	0	0	0	0	0.00%	4,410	0	0	0	0	0.00%
7210 Office Equip. & Furniture	428	291	26,100	26,100	0	0	0	0	0.00%	26,100	0	0	0	0	0.00%
7211 Computer Hardware/Software	14,306	9,787	28,000	28,000	0	0	0	0	0.00%	28,000	0	0	0	0	0.00%
7212 Electronic Reg'n Exp	2,451	545	980	980	0	0	0	0	0.00%	980	0	0	0	0	0.00%
7215 Mtce. & Repairs - Equip.	0	0	980	980	0	0	0	0	0.00%	980	0	0	0	0	0.00%
7220 Copier/Fax Lease Charges	30,876	34,851	45,039	45,040	1	0	1	0	0.00%	45,040	0	0	0	0	0.00%
7222 Printing	11,555	9,189	15,660	15,660	0	0	0	0	0.00%	15,660	0	0	0	0	0.00%
7226 Courier Services	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7235 Archival Expenses	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7300 Protect. Clothing/Uniforms	3,969	1,935	4,450	4,450	0	0	0	0	0.00%	4,450	0	0	0	0	0.00%
7315 Preventative Mtce. A	29,837	30,338	39,950	39,950	0	0	0	0	0.00%	39,950	0	0	0	0	0.00%
7330 Materials and Supplies	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%
7331 Contractor & Contract. Mat.	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0.00%

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011 Inc/(Dec)	2011 Account Reallocati on	2011 Total Budget Variance	Budget 2012	2012 Inc/(Dec)	2012 Account Reallocati on	2012 Total Budget Variance
7335 Small Tools and Equipment	14	10	3,420	3,420	0	0	0.00%	3,420	0	0	0.00%
7340 Machine Time	34,500	0	34,500	34,500	0	0	0.00%	34,500	0	0	0.00%
7410 Rental, Leases - Equipment	0	0	980	980	0	0	0.00%	980	0	0	0.00%
7415 Rental, Leases - Vehicles	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7520 Professional Fees	196	0	0	0	0	0	0.00%	0	0	0	0.00%
7560 Gas/Diesel - Vehicles	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7630 Wireless/Internet Commun.	2,312	2,326	4,000	4,000	0	0	0.00%	4,000	0	0	0.00%
7696 GST Adjustment 2004	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7698 Grouped Expenses	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7699 Sundry Expenses	3,026	1,369	3,360	3,360	0	0	0.00%	3,360	0	0	0.00%
7700 Chgs. from Other Depts.	0	(1,190)	0	0	0	0	0.00%	0	0	0	0.00%
7710 Internal Recoverable	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7780 Trsf. to Reserves-Insurance	21,755	26,195	26,195	31,190	4,995	0	19.07%	33,155	1,965	0	6.30%
7785 Trsf. to Reserves-Other	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7790 Trsf. to From Expend Res	0	0	0	0	0	0	0.00%	0	0	0	0.00%
Non Labour Account Subtotal	285,455	245,902	463,522	477,380	13,858	0	2.99%	479,345	1,965	0	0.41%
Total Expense	5,573,056	5,651,653	6,087,591	6,247,974	160,383	0	2.63%	6,496,204	248,230	0	3.97%
Net Total	(3,983,559)	(3,874,736)	(2,275,559)	(2,299,626)	(24,067)	0	1.06%	(2,284,886)	14,740	0	-0.64%

2011 Budget Variance Comments

- Full Time Increase due to return of maternity leave staff, pro-rated progression, economic adjustment, and increase to
- Records Clerks after job re-evaluation
- Overtime Increase due to union agreement rate changes
- Part Time Decrease due to replacement staff for staff on maternity leave
- Benefits Increase in relation to salary change
- Memberships/Dues/Fees Increase due to cost increases for staff and department memberships
- Trans. To Reserves – Insurance Allowable increase to fund City insurance cost

2012 Budget Variance Comments

- Full Time Increase due to economic adjustment and pro-rated progression
- Overtime Increase due to union agreement rate changes
- Benefits Increase in relation to salaries increase and per guidelines
- Trans. To Reserves – Insurance Allowable increase to fund City insurance cost

BUSINESS OVERVIEW

Service Statement:

The Building Standards Department is responsible for ensuring reasonable compliance with the health and safety requirements of the Ontario Building Code and other applicable law mandated by the Ontario Building Code Act and its regulation. (The Ontario Building Code.)

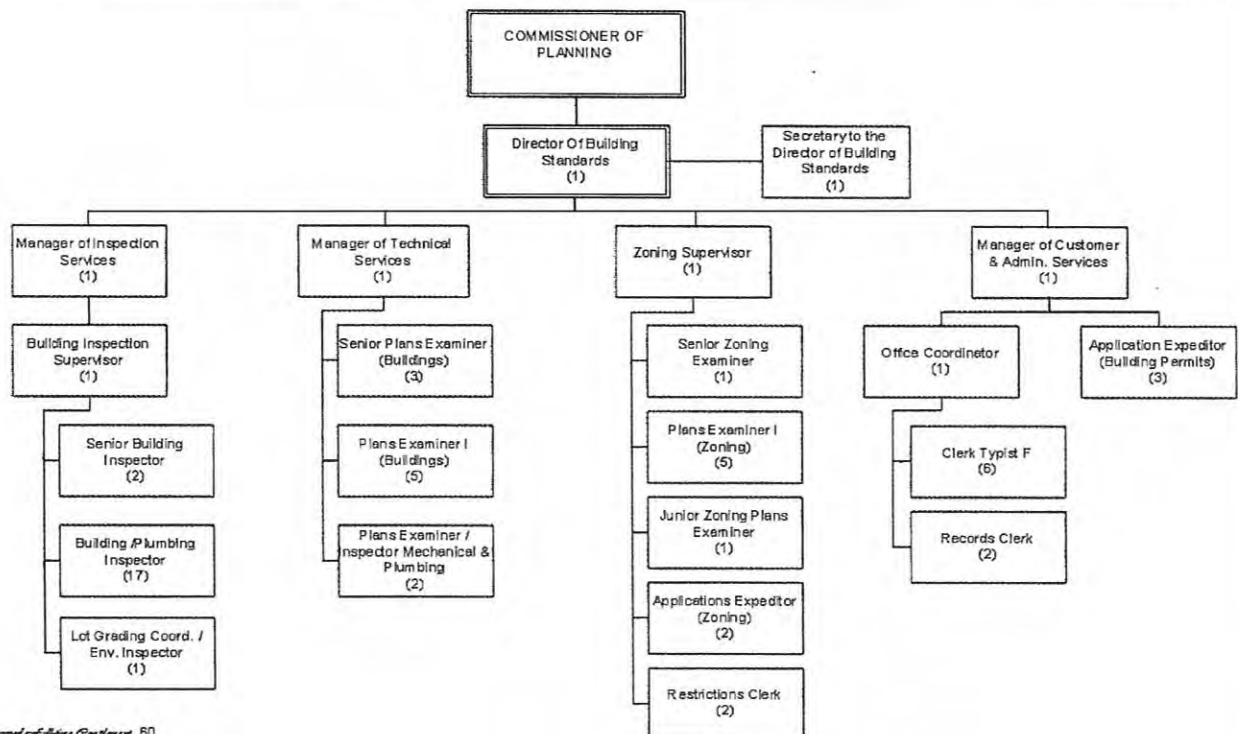
The department provides application plans review and inspection services related to building fire safety, fire detection and suppression systems, building exiting and health requirements, building structural, mechanical (HVAC) and plumbing systems, on site sewage disposal systems and site services, for compliance with the Ontario Building Code.

In addition the department is responsible for responding to Fire Department emergency requests, and for ensuring reasonable compliance with other municipal requirements including the City's Zoning, Site Plan Control, Sign and Fencing (swimming pool enclosures) By-laws, subdivision and development agreements. (Title Restrictions and Occupancy requirements, Noise attenuation, Architectural Control, and other associated development related requirements.)

The Department is committed to provide an optimum level of service that focuses on the fundamental needs of the Corporation and its Stakeholders.

Service Profile:

BUILDING STANDARDS DEPARTMENT ORGANIZATIONAL CHART



Approved for Public Release 80

2011-12 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	62	62	60	60	2	0
Part Time	0.6	1	1	1	0	0
Overtime	\$244,495	\$266,456	\$241,071	\$241,071	0	0

Key Stakeholders:

- | | |
|--|--|
| <ul style="list-style-type: none"> • Council • Vaughan Residents • Builders, building owners & occupants • Contractors and tradespersons • Developers • Lawyers • Government Agencies (MMAH, MOE, etc.) | <ul style="list-style-type: none"> • Other enforcement groups (Vaughan Fire, Police, EMS, etc.) • Professional consultants (Architects, Engineers and Designers) • City Ratepayer Associations and other special interest groups • City Departments (Planning, Engineering, Building & Facilities, etc.) |
|--|--|

Work Plan:

Link to Vaughan Vision 2020:

- Pursue Excellence in Service Delivery
- Value and Encourage a Highly Motivated Workforce
- Support the Professional Development of Staff
- Enhance Productivity, Cost Effectiveness and Innovation

Future Pressures and Opportunities:

Listed below are challenges and issues that are presently facing the Building Standards Department :

- i) Permit volumes in the future are largely unknown and are dependant upon New Home Sales. Moving forward, it is unclear the effect of increasing interest rates and the HST will have on New Home Sales and related permit volumes and revenues.
- ii) Fire Department contract ratification could see negotiations resume wherein Building Standards would be responsible for all plans review related to fire safety issues

2011-12 Business Plan

Business Plan Objectives

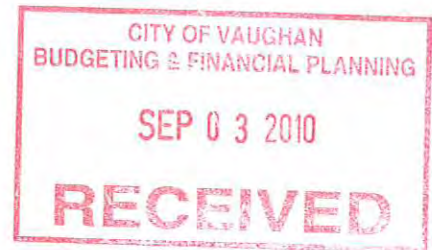
<u>Prior Year Business Plan Objectives / Accomplishments:</u>	<u>Year</u>	<u>Status</u>	<u>Outcome / Results</u>
1. Provide building permit turn around times in accordance with the Ontario Building Code	2009	Ongoing	See Attached Measurements Page 5
2. Provide Building Inspections in accordance with the Ontario Building Code	2009	Ongoing	See Attached Measurements Page 6
3. Reduce the Number of Incomplete/Outstanding Building Permits	2009	Ongoing	See Attached Measurements Page 7
4. Continue to Support Our Staff in their Development and Training (e.g. Ministry of Housing, Ont. Building Officials of Ont. Assoc. Courses respecting changes to the Building Code and New Accessibility Regulations.)	2009	Ongoing	Continuing to Facilitate & Budget for Staff Training
5. Provide timely and accurate information to Building Standards Stakeholders	2009	Ongoing	See Attached Measurements Page 8
6. Create a monthly reconciliation report for permit fees between the Building Standards Dept. "Amanda Database " and the Finance Dept "PeopleSoft General Ledger System. (This item was recommended by the Building Standards Department Internal. Audit Report.)	2009	Building Standards Dept. have completed their portion	Finance Dept. to submit a Additional Resource Request.
7. Enhance the Department's "Amanda" computer system by: <ul style="list-style-type: none"> a) Upgrading the department's existing computer system to Web Based Amanda 5 b) Preparing a report for Council's consideration with recommendations respecting future directions for the departments automated systems. 	2011	Ongoing	
8. Parallel Processing of Building Permit Applications. (Dept adjusted to support the new process.)	2011	Initial Work Only	
9. New City Composite Zoning By-Law Project and Sign By-Law Review with Recommendations	2012-2015	To Start	



2011-12 Business Plan

2011-12 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Provide Building Permit turn around times in accordance with the Ontario Building Code	Ongoing		
2. Provide Building Inspections in accordance with the Ontario Building Code.	Ongoing		
3. Upgrade the Departments Computer System to Web based Amanda 5	2011		
2012 (Top 3 Objectives)			
1. Provide Building Permit turn around times in accordance with the Ontario Building Code	Ongoing		
2. Provide Building Inspections in accordance with the Ontario Building Code	Ongoing		
3. New City Composite Zoning By-Law Project and Sign By-Law Review with recommendations.	2012-2015		



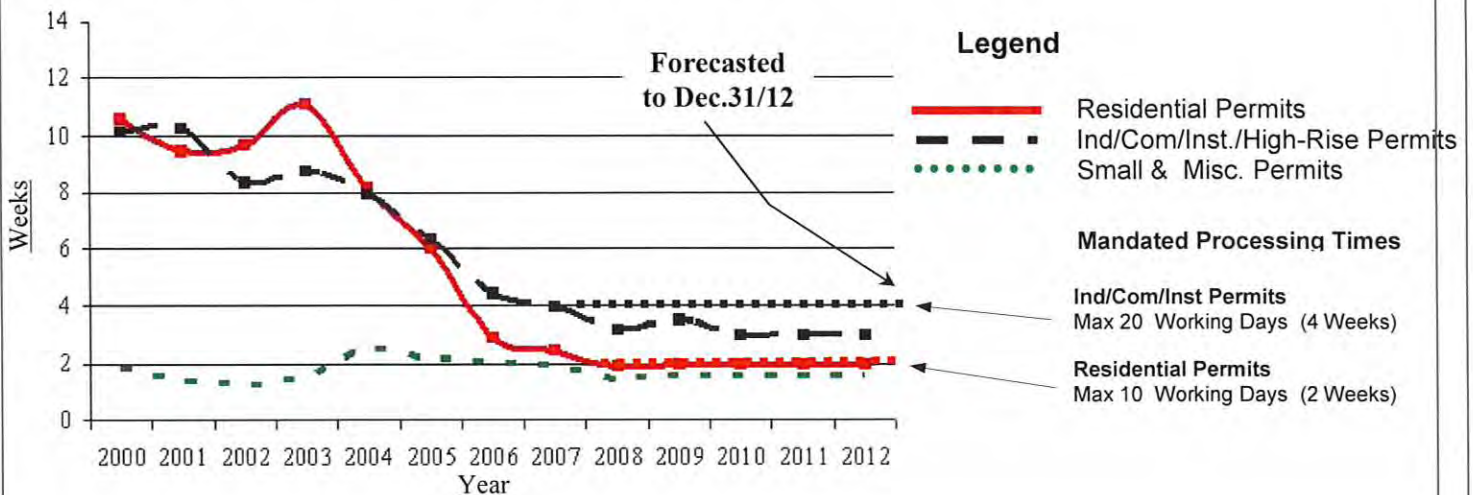
2011-12 Business Plan

Measurement:

Goal: 1) Provide building permit turn around times in accordance with The Ontario Building Code.

Building permit Processing time is a reflection of Workload (Permit Volumes) and Complexity (Construction Mix.) measured against available Human (FTEs) and Financial Resources. (Budget.)

Permit Processing Times 2000 to 2012

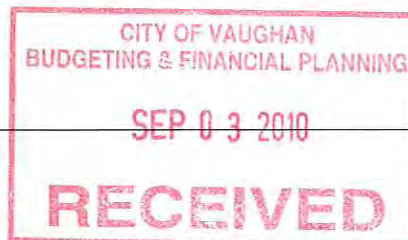


Key Conclusion:

- The Department is required to adopt the provincially mandated building permit processing times.
 - Residential (Singles/Semis/Town) – 10 Working Days (2 Weeks)
 - - - Industrial/Commercial/Institutional – 20 Working Days (4 Weeks)
 - Small and Misc. Permits (Dept. Goal Only) – 10 Working Days (2 Weeks)
- Permit processing time is managed to an average. With large fluctuations in permit volumes, not all applications will comply. (It is not appropriate to manage to the maximums to ensure that every application complies.)
- The Department has no control over permit volumes it receives (& Time) and manages its human and financial resources to produce optimum permit processing time.
- The Department will actively manage overtime and vacant positions to respond to permit volumes received.

Notes about the Measure:

- Permit volumes in the future are largely unknown and are dependant upon New Home Sales. Moving forward, it is unclear the effect of increasing interest rates and the HST will have on New Home Sales and related permit volumes and revenues.

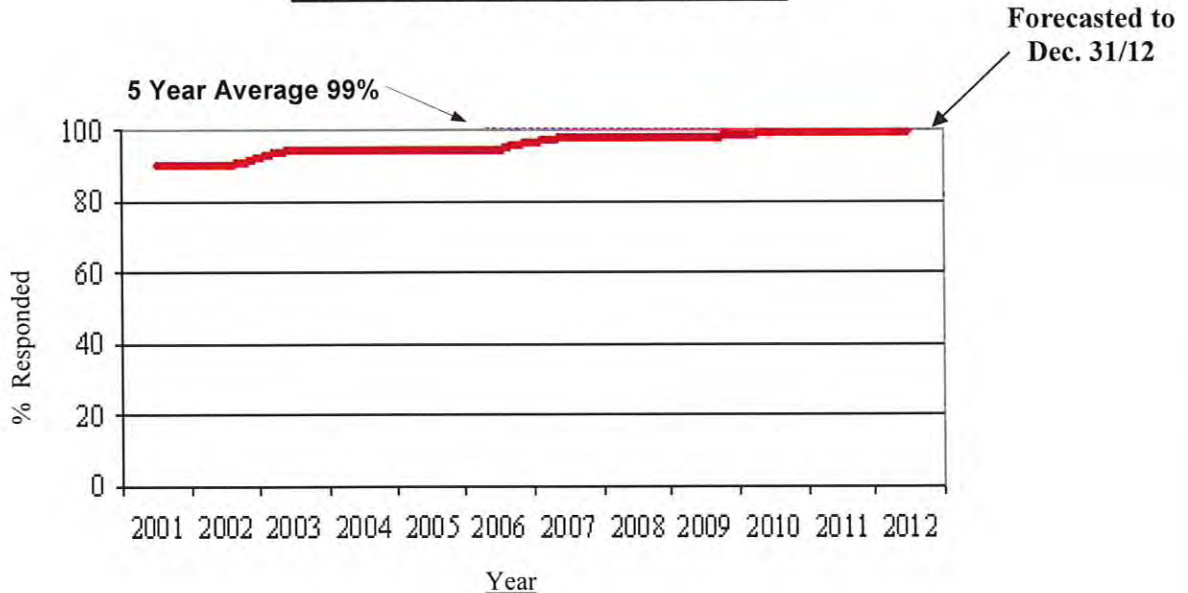


2011-12 Business Plan

Measurement:

Goal: 2) Provide Building Inspections in accordance with The Ontario Building Code.

Approx. Percentage of Inspections Requests Responded to within 48 hrs.



Key Conclusion:

- (a) The Building Code requires that at various stages the permit holder notify the Department that the subject construction is ready for inspection.
- (b) The Province mandates a 48 hour response time to requested inspections.
- (c) Responses to requested building inspections are given a higher priority over other types of inspections. (Where notice has not been given, complaints, surveillance, or other types of un-requested inspections.)
- (d) The Department has no control over the volume of requested inspections, and manages it's human and financial resources to meet inspection response time.

Notes about the Measure:

- (a) An accurate measurement was created in 2006.
- (b) Inspection request volumes in the future are largely unknown and are dependant upon New Home Sales.



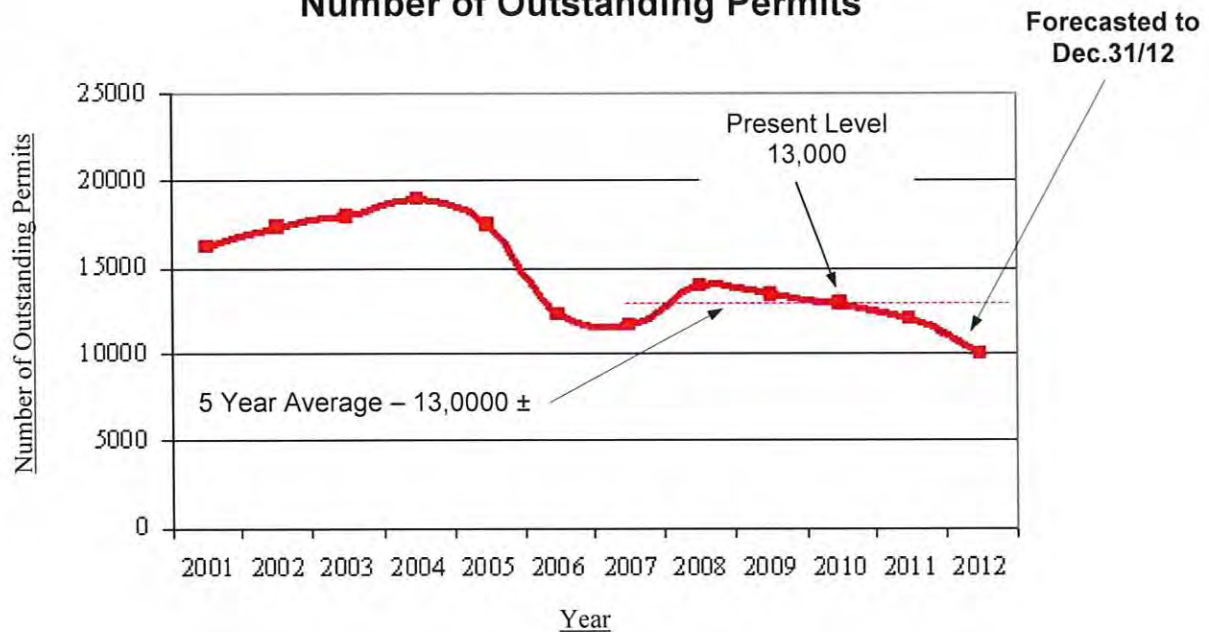
2011-12 Business Plan

Measurement:

Goal: 3) Reduce the number of Outstanding/Incomplete Building Permits.

Definition: Incomplete/Outstanding Building Permits are Issued Permits where the Department never received a request for one or more required inspections.

Number of Outstanding Permits

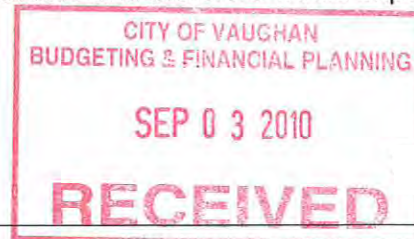


Key Conclusion:

- (a) Given a lower priority than requested inspections.
- (b) This type of inspection is conducted only when other workloads permit. (e.g. Lower requested inspection volumes.)
- (c) This matter was the subject of a report and by-law that was approved by Council on May 12, 2008. The report provides for revised Department policies to substantially reduce the creation of additional Outstanding Permits by requiring refundable inspection security deposits at the time of the building permit application and removing the date limitations in the previous policy.

Notes about the Measure:

- (a) An accurate measurement was created in 2006 and is reported on monthly.
- (b) In response to the declining permit volumes the Department did not hire budgeted temporary positions (Co-Op Student and Summer Student) which impacts the departments ability to address already existing Outstanding Permits. The department has attempted to use existing staffing to reduce the volume by clearing up old Work Orders and therefore would expect a small reduction in the amount of Outstanding Permits.



2011-12 Business Plan

Measurement:

Goal: 5) Provide timely and accurate information to Building Standards Stakeholders.

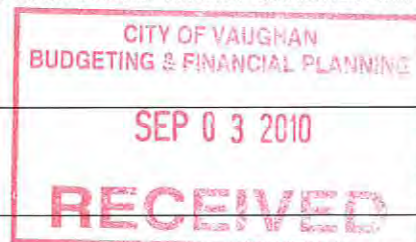
<u>Type of Service</u>	Dept Service Level	Present Service Level	Forecasted to Dec.31/10	Forecasted to Dec.31/11	Forecasted to Dec.31/12
Request for Property Information from the Departments Property Files.	1 Week	1 Week +	2 Weeks	2 Weeks +	2 Weeks +
Requests for Copies of Approved Building Permit Drawings.	2 Weeks	2 Weeks	2 Weeks	3 Weeks	3 Weeks +
Responding to requests for departments clearance letters regarding Regional and Provincial Licenses	1 Week	1 Week	1 Week	1 Week	1 Week
Lawyers Compliance Letters.	2 Weeks with 24 hr Rush	Less than 1 Week with 24 hr rush	Less than 1 Week with 24 hr rush	Less than 1 Week with 24 hr rush	Less than 1 Week with 24 hr rush
Clearance of Title Restrictions (Subdivision Agreements).	2 Weeks	1 Week & Rush where Possible	1 Week & Rush where Possible	1 Week & Rush where Possible	1 Week & Rush where Possible

Key Conclusion:

- (a) Front Counter and Council enquiries are given the highest priority.
- (b) The vast majority of requests are being responded within the departments service level responses times.
- (c) With the recent amendments to the Building Code Act (Bill 124) priority must be given to the processing of building permit applications to meet the prescribed processing times.

Notes about the Measure:

- (a) The departments response times are directly influenced by building permit application volumes
- (b) Additional enhancements to existing automation systems would further enhance the department's ability to provide information to its customers.
- (c) Quarterly reports are being provided.



2011-12 Business Plan**Overall Conclusion:**

For the 2010 Budget Year, the Building Standards Department provided permit processing times and building inspection turn around times that meet or outperform the minimum service delivery requirements of the Ontario Building Code.

Moving forward, with the recent introduction of HST and increases to the interest rates, it is anticipated, at least in the short term a softening of the new housing market. This Budget Submission has been prepared proposing reduced permit volumes and associated revenues. The Building Standards Continuity Reserve Fund has been approved by Council and is in place with sufficient funds to accommodate any short fall in anticipated revenues without the need to request assistance from the current tax base.

Increases to the City's population and service improvements is placing ever increasing demands on the department's resources to provide acceptable turnarounds times that meets the needs of it's customers for both building code and non building code act services. (e.g. Responding to zoning enquiries from the public and requests for information.). As part of the 2011-12 Budget Submission, the department is requesting the approval of two additional resource requests that address these concerns.



Commissioner Sign-off

Date (mm/dd/yy)



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (If applicable)

Department **Business Unit Name**

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	78,360	-	78,360	-	78,360
Other continuous costs	-	-	-	-	-
One-time expenses	5,200	(5,200)	-	-	-
Offsets/reductions	(83,560)	-	(83,560)	-	(83,560)
Net Operating Budget	\$ -	\$ (5,200)	\$ (5,200)	\$ -	\$ (5,200)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

Requesting an additional Plans Examiner 1 (Zoning) staff compliment to provide customer service and related plans examination functions that address legislative timeframes for building permits and development applications.

Major responsibilities would include:

- Examining plans and other documentation submitted for building permits to ensure compliance with zoning by-laws, agreements and other applicable law including but not limited to the Oak Ridges Moraine Act and the Greenbelt Act within prescribed time frames under the Ontario Building Code.
- Review and provide comments for development applications including Site Plan Undertakings, By-law Amendments, Official Plan Amendments, Part Lot Control By-laws, Condominium Plans and Subdivision Agreements within prescribed time frames under the Planning Act.
- Provide verbal and written information, by-law interpretations and recommendations on zoning by-laws, site plan agreements, subdivision agreements and other applicable law to the public, legal profession, development community, utility companies, council and staff.
- Represents the Building Standards Department at the Committee of Adjustment meetings, pre-consultations meetings, Ontario Municipal Boards hearings and court proceedings, as required.
- Attendance at Pre- Consultation Application Meetings called by the Planning Dept. as part of the improved development review processes. (New)

Milestones or Deliverables	Timelines	Comments

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

Planning and Clerks (Committee of Adjustments) departments rely on Building Standards Department zoning review and responses in a timely fashion to meet their prescribed timeframes within the Planning Act.

Examples:

- 1) The Planning Act was amended in 2007 to require Municipalities to conduct pre-consultation meetings with clients prior to submitting formal development applications. The City of Vaughan passed by-law 278-2009 to allow the City of Vaughan to conduct mandatory pre-application consultation meetings with the owner/applicant prior to submitting a formal application for an Official Plan Amendment, Zoning By-law Amendment, Draft Plan of Subdivision/Condominium or a Site Plan Application.
- 2) The Clerks Department Committee of Adjustments requires Building Standards to respond to their requests for comments within 5 working days prior to the application being circulated to others for comments. This is required to meet Planning Act requirement whereby a Public Hearing for a minor variance application must be held within 30 days after the application is received.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	One (1) Plans Examiner (Zoning)
----------------------	--

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Mission: Citizens First through Service Excellence					General Correlation	Service Excellence	Pursue Excellence in Service Delivery

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

Vaughan Vision 2020 Mission provides "Citizens first through service excellence"
 Objective - Service Excellence Pursue excellence in service delivery.
 There is a ever increasing number of events and telephone enquiries for zoning requests that are consuming the current zoning examiners time. This translating into loss time being dedicated to plans review so as to meet the turn around times required under Bill 124. Thereby compromising customer service. In addition, new requirements from Planning that Zoning Staff attend Pre-Application consultations is burdening the Departments ability to respond to the public. There are only seven (7) zoning examiners trying to meet the requirements of 12 to 14 Planners in the Development Planning Department.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The Department's 2011 Business plan identifies that increases to the City's population as well as improvements to services provided to other departments and subsequent impacts, is placing ever increasing demands on the department's resources to provide acceptable turnarounds times that meets the needs of it's customers for both Building Code Act and non Building Code Act services. (e.g. Responding to zoning enquiries from the public and requests for information.). As part of the 2010 Budget Submission, the department is requesting the approval of two additional resource requests that address this matter.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

The population within Vaughan has increased from 182,022 in 2001 to approximately 280,000 today. This has a direct impact on telephone and counter inquiries for zoning information by both residents of Vaughan as well as clients wishing to locate businesses within Vaughan. The increase in Committee of Adjustment and development applications are also directly related to the increase in population growth.
 Both the Building Code Act and the Planning Act provide for maximum turn-around times and services/functions that must be provided by the City. (e.g. The Building Code Act requires that building permit applications be reviewed within 10 days to 30 days of receipt of a complete application for various building types.
 The Planning Act now requires (City By-law 278-2009) Municipalities to conduct pre-consultation meetings with clients prior to submitting formal development applications
 The Act also has maximum turn-around times e.g. Section(45)(4) of the Planning Act requires that the hearing for a minor variance application must be held within 30 days after the application is received. The Building Standards Department is, therefore, required to respond to the Committee of Adjustment request for comments within 5 working days of the application.
 The additional position will provide costumer service and address increasing turnaround times to bring them closer to legislative time frames.

5) Alternatives

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

The alternatives and/or options are limited and are not being recommended.
 The alternative being a reduction or elimination of some customer services related to zoning information (telephone and counter zoning inquiries) in order to focus more time on timeframes which are legislated within the Ontario Building Code and Planning Acts. An example may be reducing or completely removing the zoning information service presently provided by telephone and/or counter.
 Also see the Implications and Consequences section below.

Request Title	One (1) Plans Examiner (Zoning)
----------------------	--

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, etc.)

If not approved, it impacts the departments ability to conform to prescribed time frames made under the Building Code and Planning Acts and provide customer service at appropriate service levels that meet the needs of the public, legal profession, development community, utility companies, council and staff. In addition, the ability to meet Planning Dept. Pre Application Consultation Meetings will be compromised thereby further delaying the approval process.

As noted above, Building Standards must give priority to those matters that are legislated at the expense of customer service. An example, if building permits are not issued within prescribed time frames the Building Department may be subject to possible litigation. This may give a negative public image and may have a financial impact on the municipality.

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

Legislative/Regulatory Requirement

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

Please specify:
Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Current status of compliance:

Comments
Building Code Act and Planning Act. - Also See Alternatives and Implications/Consequenses Section above.

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments
<i>Please describe the type and nature of risk</i>
Not meeting prescribed time frames under the Building Code and Planning Acts may result in possible litigation. Also the possibility of errors and omissions due to increasing work loads again resulting in possible litigation.
Probability of Risk
<input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:
Issues, Objectives, etc.

Current service level vs. target

See Notes under Section 2B

Request Title	One (1) Plans Examiner (Zoning)			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	62,438	-
2	* Benefits	(See sect. 8&9)	15,922	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		78,360	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	5,200	(5,200)
2	<blank>			
3	<blank>			
Subtotal		5,200	(5,200)	-
OFFSETS - cost savings, reductions, etc				
1	Proposed to be funded by the Building Standards Reserve Fund		(75,204)	
2	Remainder of offset from accounts		(8,356)	
3	<blank>			
Subtotal		(83,560)	-	-
TOTAL OPERATING BUDGET CHANGE		-	(5,200)	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	1.00	-	
FTE's	(calculated field - sect. 8&9)	1.00	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	1.00	-	

Request Title	One (1) Plans Examiner (Zoning)
----------------------	--

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title	Plans Examiner 1(Zoning)			
Estimated start date <small>(dd-mm-yy to dd-mm-yy)</small>	1/7/2010			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify term <small>(dd-mm-yy to dd-mm-yy)</small>				
Business unit # and object code	110001.701			
Grade level				
Est. starting step	Start			

2011 Complement Annual Cost Detail

Annual full-time \$	62,438			62,438
Annual part-time \$	-			-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay <i>(calculated field)</i>	-	-	-	-
* Annual benefits <i>(calculated field)</i>	15,922	-	-	15,922
* FT contract benefits in lieu <i>(calculated field)</i>	-	-	-	-
Subtotal	\$ 78,360	\$ -	\$ -	\$ 78,360

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.		3,500			3,500
2) Office equip.		1,700			1,700
3) Other					-
Subtotal		5,200	-	-	5,200

Total 2011 Complement Annual Costs	\$ 83,560	\$ -	\$ -	\$ 83,560
---	------------------	-------------	-------------	------------------

Additional Comments:

This position would be funded through Building Permit Fees and based on the City's ABC Costing Model. The last five (5) year projection of revenue vs. expenses has shown a positive revenue balance and continued contributions to the reserve fund. It is anticipated this will continue for the next couple of years after which draws from the reserve fund will be utilized. The Department will continue to manage both operating and reserves to ensure minimal impact on the tax base. The position will be funded 90% through departments revenues and reserves.

Request Title	One (1) Plans Examiner (Zoning)
----------------------	--

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay <i>(calculated field)</i>		-	-	-
* Annual benefits <i>(calculated field)</i>		-	-	-
* FT contract benefits in lieu <i>(calculated field)</i>		-	-	-
Subtotal	\$	-	\$	-

Continuous costs	<i>(BU & Acct #.)</i>				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$	-	\$	-

One-time costs	<i>(BU & Acct #.)</i>				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$	-	\$	-	\$	-
---	-----------	----------	-----------	----------	-----------	----------

Additional Comments:



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary One (1) Clerk Typist D
(If applicable)

Department Building Standards Department **Business Unit Name** 110001

Request Title One (1) Clerk Typist D

Annual Budget Change Summary					
Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	54,211	-	54,211	-	54,211
Other continuous costs	-	-	-	-	-
One-time expenses	5,200	(5,200)	-	-	-
Offsets/reductions	(59,411)	-	(59,411)	-	(59,411)
Net Operating Budget	\$ -	\$ (5,200)	\$ (5,200)	\$ -	\$ (5,200)
Associated Capital Costs	\$ 45,000	\$ -	\$ 45,000	\$ -	\$ 45,000

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

Requesting an additional staff complement to perform scanning/photocopying of all permit related documents to allow staff electronic access to digital, emails and physical documents e.g. correspondence, surveys, permit drawings, by-laws, comments, CofA items and decisions, site plans, conditional permits, all agreements, approvals etc. into the Building Standards Department database "Amanda" and linked to EDMS. This would enhance and develop the Building Standards electronic recordkeeping abilities and provide complete and easy electronic access to information for municipal staff and external clients thereby enhancing information and responses to customers with the potential to reduce the need to send people to various departments for information related to their property.

Milestones or Deliverables	Timelines	Comments

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

No additional resources are required for any other department however information from departments needs to be scanned for our records. The other departments would benefit from this proposal through their access to the Building Departments Amanda database.

Upon the relocation of the municipal offices to the new civic centre the ownership of the department records will be transferred to the Clerks Department Corporate records. Two staff members will also be transferred to Clerks and no longer available to assist Building Standards Staff directly.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	One (1) Clerk Typist D						
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), by completing the following:							
Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Ensure citizen-focused communication initiatives						Service Excellence	Pursue Excellence in Service Delivery
						Management Excellence	Enhance Productivity, Cost Effectiveness & Innovation
* Select either - General Correlation or Mandatory for Success from drop box							
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
<p>Vaughan Vision 2020 Mission "Citizens First Through Service Excellence"</p> <p>Objective - Service Excellence Pursue Excellence in Service Delivery</p> <p>Objective - Management Excellence, Enhance Productivity, Cost Effectiveness and Innovation. (Corporate filing system)</p> <p>In addition external departments initiatives such as "EDMS" and the Amanda upgrade initiative will require this additional Staff person to manage the integration of Department's information into both systems.</p>							
3) Business Plan Link & Related Performance Indicators							
Please relate request to Department Business Plan							
<p>The Department's 2011 Business plan identifies that increases to the City's population is placing ever increasing demands on the department's resources to provide acceptable turnarounds times that meet the needs of its customers for non building code act services. (E.g. Responding to enquiries from the public and requests for information.). As part of the 2010 Budget Submission, the department is requesting the approval of two additional resource requests that address this matter.</p>							
4) Benefits - Efficiencies & Effectiveness							
Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.							
<p>Upon the relocation of the municipal offices to the new civic centre ownership of the department records is to be transferred to the Clerks Department, Corporate records. Two staff members will also be transferred to Clerks and no longer available to assist Building Standards Staff directly. It is expected that processing times for various types of applications will increase as the retrieval times for the documentation will increase as access to the files and approved drawings will no longer be available directly to the departments staff. (e.g. plans examiners, building inspectors, compliance clerks, letter and counter expeditors.)</p> <p>Benefits Include:</p> <ul style="list-style-type: none"> - This would provide BSD staff the ability to find, access and review permit file information at their work station, - scanned information would be available to all existing and future users of the Departments Amanda Database. (Located both within and outside the Building Standards Dept.) - staff time retrieving and reviewing paper documents, enhance staff responses and information retrieval. - reduce waste (email), paper (photocopying), and duplication. - reduce admin. burden, filing and searching for information, enable a broader search of information. - provide other departments access to information to meet their legislative requirements (FOI) without waiting for files. - reduce wait time for responses to internal and external clients - risks, costs and time associated with storage and retrieval can be minimized - minimize misfiling of records (Only filed electronically once) - streamline process through the availability of a broad information base - additional indexing is not required – (The Amanda database can used to index k properties and applications. (Entered by property by legal description/address/permit number . 							
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
There are no alternatives other than to maintain the existing hard copy paper systems and manual retrieval methods.							

Request Title	One (1) Clerk Typist D
6) Implications/Consequences (if request not approved)	
A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)	
<p>Upon the relocation of the municipal offices to the new civic centre ownership of the department records is to be transferred to the Clerks Department, Corporate records. Two staff members will also be transferred to Clerks and no longer available to assist Building Standards Staff directly. It is expected that processing times for various types of applications will increase as the retrieval times for the documentation will increase as access to the files and approved drawings will no longer be available directly to the departments staff. (e.g. plans examiners, Building Inspectors, compliance clerks, letter and counter expeditors.)</p> <p>The City's Records Retention by-law requires all Building records be kept permanently. As the number of records is ever increasing, this will at some time have an impact on the physical space available to house the department's records. (e.g. The new Civic Centre has a reduced filing area and corresponding space available to house the departments records has decreased by 147 linear feet of filing This means more and more records must be stored off-site with increased retrieval times.)</p>	
B) Please check off how the request relates to the following:	
<p>Legislative/Regulatory Requirement</p> <p><input type="checkbox"/> None</p> <p><input checked="" type="checkbox"/> Little consequence of non compliance</p> <p><input type="checkbox"/> Significant external repercussion/penalty</p> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.) <u>Present Retention By-Law requires Building records to be kept permanently.</u></p> <p>What are the compliance requirements? </p> <p>Current status of compliance: _____</p>	
<p>Probability of Litigation and/or Health & Safety Issues</p> <p><input type="checkbox"/> None</p> <p><input type="checkbox"/> Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring</p> <p><input checked="" type="checkbox"/> Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty</p> <p><input type="checkbox"/> Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address</p>	
<p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>The liability relates to the potential for increased processing times for the various types of applications processed by the Building Standards Department.</p> <p>Probability of Risk <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High</p>	
<p>Core City Service Disruption</p> <p><input type="checkbox"/> None</p> <p><input type="checkbox"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="checkbox"/> Intermittent service level impact - some public/client complaints/frustration</p> <p><input type="checkbox"/> Service failure - constant public/client complaints/aggression</p> <p>BRIEFLY DESCRIBE IMPACT: Issues, Objectives, etc.</p> <p>Current service level vs. target</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>It is expected that processing times for various types of applications will increase directly to the departments will no longer be available staff as the retrieval times for the documentation will increase as access to the files and approved drawings</p> </div>	

Request Title	One (1) Clerk Typist D			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	43,196	-
2	* Benefits	(See sect. 8&9)	11,015	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		54,211	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	5,200	(5,200)
2	<blank>			
3	<blank>			
Subtotal		5,200	(5,200)	-
OFFSETS - cost savings, reductions, etc				
1	Proposed to be funded by the Building Standards Reserve Fund		(53,470)	
2	Remainder to be funded from account		(5,941)	
3	<blank>			
Subtotal		(59,411)	-	-
<u>TOTAL OPERATING BUDGET CHANGE</u>		-	(5,200)	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	Proposed to be funded by the Building Standards Reserve Fund	TBD	45,000	
2	<blank>			
3	<blank>			
<u>TOTAL ASSOCIATED CAPITAL FUNDING</u>			45,000	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)		1.00	-
FTE's	(calculated field - sect. 8&9)		1.00	-
FTE reductions/offsets	(Manual Field)		-	-
Net FTE's	(calculated field - sect. 8&9)		1.00	-

Request Title	One (1) Clerk Typist D			
8) 2011 Complement Details				
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.				
2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Clerk Typist D			
Estimated start date (dd-mm-yy to dd-mm-yy)	1/7/2011			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code	110001.701			
Grade level				
Est. starting step				
2011 Complement Annual Cost Detail				
Annual full-time \$	43,196			43,196
Annual part-time \$	-			-
Annual shift premiums, etc				-
Annual overtime \$	-			-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	11,015	-	-	11,015
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ 54,211	\$ -	\$ -	\$ 54,211
Continuous costs	<i>(BU & Acct #.)</i>			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.	3,500			3,500
2) Office equip.	1,700			1,700
3) Other				-
Subtotal	5,200	-	-	5,200
Total 2011 Complement Annual Costs	\$ 59,411	\$ -	\$ -	\$ 59,411
Additional Comments:				
<p>This position would be funded through Building Permit Fees and based on the City's ABC Costing Model. The last five (5) year projection of revenue vs. expenses has shown a positive revenue balance and continued contributions to the reserve fund. It is anticipated this will continue for the next couple of years after which draws from the reserve fund will be utilized. The Department will continue to manage both operating and reserves to ensure minimal impact on the tax base. The position will be funded 90% through departments revenues and reserves.</p> <p>The one time capital budget expense relates to the purchase of a network scanner/plotter for the scanning/printing of large building permit drawings. This expense is proposed to be funded by the Building Standards Continuity Reserve Fund.</p>				

Request Title	One (1) Clerk Typist D			
9) 2012 Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				
<u>2012 Complement Annual Cost Detail</u>				
Annual full-time \$	-			-
Annual part-time \$	-			-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	(BU & Acct #.)			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)			
1) Computer equip.	-			-
2) Office equip.	-			-
3) Other	-			-
Subtotal	-	-	-	-
Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				



2011-12 DRAFT OPERATING BUDGET

COMMISSIONER OF ECONOMIC &
TECHNOLOGY DEVELOPMENT &
COMMUNICATIONS

➤ FINANCIAL SUMMARY

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011			2011 Total Budget			2012			2012 Total Budget		
				Budget 2011	2011 Inc/(Dec)	Account Reallocati on	Variance	%	Budget 2012	2012 Inc/(Dec)	Account Reallocati on	Variance	%		
120 - Comm. of ETD & Corp. Commun.															
Revenue															
3620 Environmental Assmt. Fees	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
Revenue	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
Labour Accounts															
7010 Full Time	0	0	158,780	167,725	8,945	0	8,945	176,215	5.63%	8,490	0	8,490	0	5.06%	
7012 Overtime	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7015 Part Time	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7017 Benefits	0	0	40,490	42,773	2,283	0	2,283	44,981	5.64%	2,208	0	2,208	0	5.16%	
Labour Account Subtotal	0	0	199,270	210,498	11,228	0	11,228	221,196	5.63%	10,698	0	10,698	0	5.08%	
Non Labour Accounts															
7100 Mileage	0	0	100	100	0	0	0	100	0.00%	0	0	0	0	0.00%	
7103 407-ETR Toll Charges	0	0	230	230	0	0	0	230	0.00%	0	0	0	0	0.00%	
7105 Memberships/Dues/Fees	0	0	1,250	1,250	0	0	0	1,250	0.00%	0	0	0	0	0.00%	
7110 Meals & Meal Allowances	0	0	1,980	1,980	0	0	0	1,980	0.00%	0	0	0	0	0.00%	
7115 Training & Development	0	0	900	900	0	0	0	900	0.00%	0	0	0	0	0.00%	
7120 Telephone Charges	0	0	600	600	0	0	0	600	0.00%	0	0	0	0	0.00%	
7122 Cellular Telephones	0	0	2,300	2,300	0	0	0	2,300	0.00%	0	0	0	0	0.00%	
7125 Subscriptions/Publications	0	0	500	500	0	0	0	500	0.00%	0	0	0	0	0.00%	
7130 Seminars & Workshops	0	0	4,400	4,400	0	0	0	4,400	0.00%	0	0	0	0	0.00%	
7200 Office Supplies	0	0	500	500	0	0	0	500	0.00%	0	0	0	0	0.00%	
7205 Computer Supplies	0	0	300	300	0	0	0	300	0.00%	0	0	0	0	0.00%	
7210 Office Equip. & Furniture	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7211 Computer Hardware/Software	0	0	670	670	0	0	0	670	0.00%	0	0	0	0	0.00%	
7215 Mtce. & Repairs - Equip.	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7220 Copier/Fax Lease Charges	0	0	300	300	0	0	0	300	0.00%	0	0	0	0	0.00%	
7315 Preventative Mtce. A	251	0	3,980	3,980	0	0	0	3,980	0.00%	0	0	0	0	0.00%	
7415 Rental, Leases - Vehicles	0	0	9,000	9,000	0	0	0	9,000	0.00%	0	0	0	0	0.00%	
7520 Professional Fees	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7560 Gas/Diesel - Vehicles	0	0	5,000	5,000	0	0	0	5,000	0.00%	0	0	0	0	0.00%	
7630 Wireless/Internet Commun.	0	0	2,000	2,000	0	0	0	2,000	0.00%	0	0	0	0	0.00%	
7696 GST Adjustment 2004	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7698 Grouped Expenses	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7699 Sundry Expenses	0	0	550	550	0	0	0	550	0.00%	0	0	0	0	0.00%	
7780 Trsf. to Reserves-Insurance	2,615	3,150	3,150	3,750	600	0	600	3,985	19.05%	235	0	235	0	6.27%	
Non Labour Account Subtotal	2,866	3,150	37,710	38,310	600	0	600	38,545	1.59%	235	0	235	0	0.61%	
Total Expense	2,866	3,150	236,980	248,808	11,828	0	11,828	259,741	4.99%	10,933	0	10,933	0	4.39%	
Net Total	2,866	3,150	236,980	248,808	11,828	0	11,828	259,741	4.99%	10,933	0	10,933	0	4.39%	

2011 Budget Variance Comments

Full Time Increase due to economic adjustment
Benefits Increase in relation to salaries increase
Trans. To Reserves – Insurance Allowable increase to fund City insurance cost

2012 Budget Variance Comments

Full Time Increase due to economic adjustment
Benefits Increase in relation to salaries increase and as per guidelines
Trans. To Reserves – Insurance Allowable increase to fund City insurance cost



2011-12 DRAFT OPERATING BUDGET

ECONOMIC & BUSINESS DEVELOPMENT

- FINANCIAL SUMMARY
- BUSINESS PLAN
- ADDITIONAL RESOURCE REQUEST
 - Research Coordinator
 - Business Development Officer

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011 Inc/(Dec)	2011 Account Reallocation	2011 Total Budget Variance	Budget 2012	2012 Inc/(Dec)	2012 Account Reallocation	2012 Total Budget Variance
					\$	\$	\$		\$	\$	\$
							%				%
125 - Economic and Business Develop.											
Revenue											
3522 Trsf. fm Res. & Res. Funds	0	0	0	0	0	0	0.00%	0	0	0	0.00%
3525 CFT Revenue	0	0	0	0	0	0	0.00%	0	0	0	0.00%
3574 Rev. from Recover. Expenses	0	0	0	0	0	0	0.00%	0	0	0	0.00%
3618 Dept. Misc. Revenues	(320,388)	(108,840)	(206,620)	(5,000)	201,620	0	-97.58%	(5,000)	0	0	0.00%
3620 Outside Contributions	(118,470)	(6,780)	(62,035)	0	62,035	0	-100.00%	0	0	0	0.00%
Revenue	(438,858)	(115,620)	(268,655)	(5,000)	263,655	0	-98.14%	(5,000)	0	0	0.00%
Labour Accounts											
7010 Full Time	271,960	413,374	481,695	546,176	64,481	0	13.33%	577,571	31,395	0	5.75%
7012 Overtime	0	11,137	0	0	0	0	0.00%	0	0	0	0.00%
7015 Part Time	608,785	420,483	283,770	152,365	(131,405)	0	-46.31%	154,875	2,510	0	1.65%
7017 Benefits	131,770	141,417	164,732	154,052	(10,680)	0	-6.48%	165,063	11,011	0	7.15%
Labour Account Subtotal	1,012,515	986,411	930,197	852,593	(77,604)	0	-8.34%	897,509	44,916	0	5.27%
Non Labour Accounts											
7100 Mileage	5,728	3,695	9,960	3,960	(6,000)	0	-60.24%	3,960	0	0	0.00%
7105 Memberships/Dues/Fees	20,088	10,827	5,800	3,025	(3,000)	225	-47.84%	3,025	0	0	0.00%
7110 Meals & Meal Allowances	5,166	3,411	12,120	9,400	(480)	(2,240)	-22.44%	9,400	0	0	0.00%
7113 Travel	38,990	58,215	21,600	24,600	3,000	0	13.89%	24,600	0	0	0.00%
7115 Training & Development	1,136	2,243	5,000	5,000	0	0	0.00%	5,000	0	0	0.00%
7120 Telephone Charges	346	0	7,000	0	(7,000)	0	-100.00%	0	0	0	0.00%
7122 Cellular Telephones	3,047	3,541	3,480	3,000	(480)	0	-13.79%	3,000	0	0	0.00%
7125 Subscriptions/Publications	(342)	(275)	1,020	1,600	0	580	56.86%	1,600	0	0	0.00%
7126 Mailings	7,388	9,245	13,000	12,000	(1,000)	0	-7.69%	12,000	0	0	0.00%
7130 Seminars & Workshops	2,356	1,899	10,100	2,060	(8,040)	0	-79.60%	2,060	0	0	0.00%
7135 Advertising	80,918	37,260	75,000	41,500	(1,755)	(31,745)	-44.67%	41,500	0	0	0.00%
7136 Special Events/Public Relation	223,618	109,674	113,269	56,370	(52,199)	(4,700)	-50.23%	56,370	0	0	0.00%
7140 Promotion & Education	75,843	59,441	80,290	20,000	(20,490)	(39,800)	-75.09%	20,000	0	0	0.00%
7200 Office Supplies	6,275	3,973	8,280	2,500	(3,960)	(1,820)	-69.81%	2,500	0	0	0.00%
7205 Computer Supplies	2,116	758	0	2,000	0	2,000	0.00%	2,000	0	0	0.00%
7211 Computer Hardware/Software	3,016	1,686	2,120	4,825	(950)	3,655	127.59%	4,825	0	0	0.00%
7217 Internet/Intranet Mitce.	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7220 Copier/Fax Lease Charges	15,653	14,682	20,415	8,000	(8,815)	(3,600)	-60.81%	8,000	0	0	0.00%
7221 Corporate Promotions	0	0	70	0	(70)	0	-100.00%	0	0	0	0.00%
7222 Printing	0	0	360	1,360	1,000	0	277.78%	1,360	0	0	0.00%
7225 Postal Services	0	0	0	1,500	1,500	0	0.00%	1,500	0	0	0.00%
7226 Courier Services	264	186	1,480	1,000	(480)	0	-32.43%	1,000	0	0	0.00%
7330 Materials and Supplies	27,713	31,279	21,900	16,695	(7,000)	1,795	-23.77%	16,695	0	0	0.00%
7520 Professional Fees	0	72,319	100,000	0	(100,000)	0	-100.00%	0	0	0	0.00%
7530 Outside Services	193,287	141,712	51,301	120,950	(7,801)	77,450	135.77%	120,950	0	0	0.00%
7565 Resources-Books	0	225	1,460	500	(960)	0	-65.75%	500	0	0	0.00%
7630 Wireless/Internet Commun.	0	130	3,000	0	(3,000)	0	-100.00%	0	0	0	0.00%
7698 Grouped Expenses	2,171	4	0	0	0	0	0.00%	0	0	0	0.00%

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Account Inc/(Dec)		2011 Account Reallocati on		2011 Total Budget Variance		Budget 2012		2012 Account Inc/(Dec)		2012 Account Reallocati on		2012 Total Budget Variance	
7699 Sundry Expenses	2,469	1,905	1,800	1,000	0	0	0	0	0	0	0	1,000	0	0	0	0	0	0	0.00%
7700 Chgs. from Other Depts.	0	17	0	0	0	0	0	(800)	(800)	(800)	-44.44%	0	0	0	0	0	0	0	0.00%
7780 Trsf. to Reserves-Insurance	2,450	2,950	2,950	3,510	560	0	560	0	560	560	18.98%	3,735	225	0	225	0	225	0	6.41%
7790 Trsf. to, from Expend Res	62,125	3,245	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0	0	0	0.00%
Non Labour Account Subtotal	781,821	574,247	572,775	346,355	(226,420)	0	(226,420)	0	(226,420)	(226,420)	-39.53%	346,580	225	0	225	0	225	0	0.06%
Total Expense	1,794,336	1,560,658	1,502,972	1,198,948	(304,024)	0	(304,024)	0	(304,024)	(304,024)	-20.23%	1,244,089	45,141	0	45,141	0	45,141	0	3.77%
Net Total	1,355,478	1,445,038	1,234,317	1,193,948	(40,369)	0	(40,369)	0	(40,369)	(40,369)	-3.27%	1,239,089	45,141	0	45,141	0	45,141	0	3.78%

2011 Budget Variance Comments

Dept. Misc. Revenues
Full Time
Decrease Economic Development Strategy and accounting treatment of VBEC
Increase due to correction for a full time position budgeted in part time, economic adjustment, progressions offset by a reduction in salary rates for restructured positions in accordance with the Economic Development Strategy
Overtime
Part Time
Benefits
Mileage
Memberships/Dues/Fees
Meals & Meal Allowances
Travel
Telephone Charges
Cellular Telephones
Subscription/Publications
Mailings
Seminars & Workshops
Advertising
Special Events/Public Relations
Promotion & Education
Office Supplies
Computer Supplies
Computer Hardware/ Software
Copier/Fax Lease Charges
Corporate Promotions
Printing
Postal Services
Courier Services
Decrease due to union agreement rate changes
Decrease due to correction for full time position allocation and elimination Tourism Coordinator position
Increase in relation to salaries increase
Reduction as per Economic Development Strategy
Reduction as per Economic Development Strategy and reallocation
Reduction due to VBEC accounting treatment and reallocation
Increase as per Economic Development Strategy
Reduction due to VBEC accounting treatment
Reduction due to VBEC accounting treatment
Reduction due to VBEC accounting treatment
Reduction due to VBEC accounting treatment and reallocation
Reduction as per Economic Development Strategy and reallocation
Reduction as per Economic Development Strategy, VBEC accounting treatment and reallocation
Reduction due to VBEC accounting treatment and reallocation
Increase due to reallocation
Reduction due to reallocation
Reduction due to VBEC accounting treatment
Reduction due to VBEC accounting treatment and reallocation
Reduction as per Economic Development Strategy
Increase as per VBEC provincial agreement (by-law 304-2001)
Increase as per VBEC provincial agreement (by-law 304-2001)
Reduction as per Economic Development Strategy and VBEC accounting treatment

Materials and Supplies	Reduction as per Economic Development Strategy
Professional Fees	Reduction due to one-time funding removal from 2010 ARR
Outside Services	Reduction as per Economic Development Strategy, VBEC accounting treatment and reallocation
Resource – Books	Reduction due to VBEC accounting treatment
Wireless/Internet Commun.	Reduction due to VBEC accounting treatment
Trsf. To Reserves – Insurance	Allowable increase to fund City insurance cost

2012 Budget Variance Comments

Full Time	Increase due to pro-rated progression and economic adjustment
Overtime	Increase due to union agreement rate changes
Part Time	Increase as per agreement
Benefits	Increase in relation to salaries increase and increase as per Guidelines

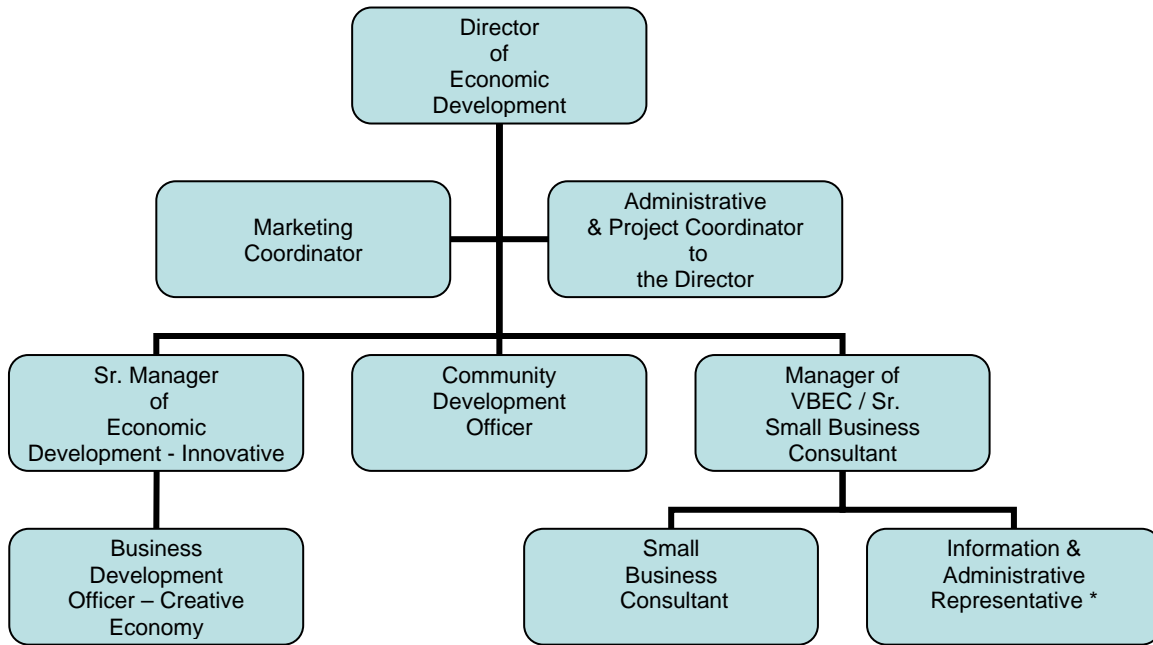
2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement: (Describe the core responsibilities for your department)

The Economic Development Department’s core responsibilities effectively satisfy customer needs by creating and maintaining business development and business retention and expansion initiatives which ultimately promotes vibrant economic growth increasing the flow of capital into the community and the circulation within the community.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	6	5	5	6	1	1
Part Time	3.69	6.69	6.69	3*	0	0
Overtime	0	0	0	0	0	0

*One position is funded through MEDT and revenue generation.

Key Stakeholders: (detail major internal and external stakeholders who interact with the department–key people impacted and involved)

Internal

Mayor and Members of Council, City Manager, internal City departments.

External

Company executives; business owners; local agencies; realtors; consultants; commercial/industrial developers; site selectors; Vaughan Chamber of Commerce; York Region Economic Development; GTMA; TRRA; post secondary institutions; Federal/Provincial Ministries including ministry staff.

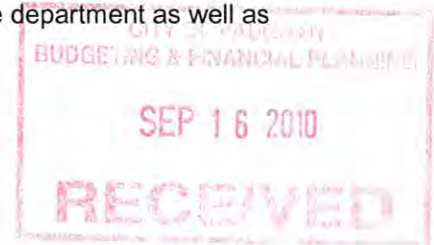
2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

Plan and Manage Growth & Economic Vitality
 Pursue Excellence in Service Delivery (Enhance Productivity, Cost Effectiveness & Innovation)
 Preserve our Heritage & Support Diversity, Arts & Culture

Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)



PRESSURES

- Effects of economic uncertainties
- Staff workload

OPPORTUNITIES

- Create and implement innovative programs that align with the Economic Development Strategy
- Organizational structure realigned to Economic Development Strategy
- Review of role of Vaughan Business Enterprise Centre
- Defining Vaughan's brand
- New learning and economic partnerships

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Completion of the Employment Sectors Strategy	2009	Completed	ESS has been incorporated into the Economic Development Strategy and aligned with OP & Vaughan Tomorrow
Completion of the Economic Development Strategy	2010	Completed	Economic Development Strategy has been aligned with OP & Vaughan Tomorrow
Trade Mission to China	2010	Completed	
Kleinburg Economic Development Strategy	2010	In Progress	Completion set for November 2010
Define the role of the Vaughan Business Enterprise Centre	2010	Completed	Business plan and budget that are aligned
Develop and implement project timelines and milestones for the marketing of the Vaughan Metropolitan Centre (VMC)	2010	In Progress	Launched subway expansion to the VMC
Lead the research and development of non-traditional sources of corporate (non taxation) revenue	2010	Reassigned	
Analyze and define the role of Tourism as a business unit of Economic Development	2010	Completed	Realignment of tourism as part of the creative economy

2011-12 Business Plan

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Realign staff resources in the economic development department to focus on the opportunities noted in the strategy. (Strategy- 3.4.1)	2011		Two ARR requests
2. Expand the corporate calling program to introduce the changing array of economic development & incubation services available, and to ensure wider contact with the business community and advocacy on business and development related issues. (Strategy- 2.1.1)	2011 / 2012	200 corporate calls providing strategic information and strong network of business leaders that could be identified for future collaboration such as the Ambassador program.	No additional resources are required as the Synchronist System as been purchased in 2010.
3. Undertake partnership and relationship building activities (Strategy 4.4.5)	2011 - Ongoing	Vaughan will be positioned "top of mind" for member opportunities and begin establishing position for convergence areas.	An Additional Resource Request has been submitted for two staff positions that will impact this objective— Research Coordinator and Advanced Goods Movement.
4. Develop and adopt benchmarks for Vaughan's economic development performance and business climate against similar jurisdictions; and develop regular communications around Ec. Dev. and City's successes and ongoing projects. (Strategy- 3.4)	2011- Ongoing	Maintain a complete set of data that shows Vaughan's position for business and investment in the Greater Toronto Area	An Additional Resource Request for a Research Coordinator has been submitted.
2012 (Top 3 Objectives)			
1. Undertake a place-branding strategy to articulate a unique and compelling identity for the City. (Strategy- 4.4.2)	2012	To identify a brand statement and strategy that will be used to market Vaughan to future business, investment.	No additional resources are required at this time.
2. Develop a small business cultural enterprise program supporting tourism, cultural and arts sector businesses through the Vaughan Business Enterprise Centre. (Strategy- 4.1.5)	2012 - Ongoing	Create an ongoing year-round series of programs, workshops, training sessions to build the creative cultural industries in the City.	No additional resources are required at this time.
3. Implement a Welcome Program for companies and business professionals locating to Vaughan and redesign and establish an ambassador program to promote Vaughan's core strengths to	2012 – Ongoing	Maximize opportunity for the private sector to begin "selling" Vaughan and better	No additional resources are required at this time.

2011-12 Business Plan

potential investors. (Strategy- 4.3.1 & 4.4.6)		anchor business to the City.	
4. Develop an inventory of targeted firms within the innovation value chain (Strategy – 2.2.1)	2012 – Ongoing	Database of innovation firms as one of the two targeted convergent sectors	An Additional Resource Request for a Research Coordinator has been submitted to assist the Senior Manager in gathering this information and developing the database.

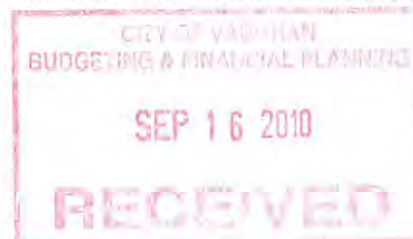
Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

1. Complete 200 targeted corporate calls.
2. Maintain the number of business development completions at 8 per FTE. A completion is the total number of business investments or expansions in which Economic Development played a role.
3. Complete a memorandum of understanding with Delta, BC to develop Pacific Rim economic linkages.
4. Complete the staffing and organizational structure matters within the first six months of 2011.
5. Establish small business cultural enterprise program – target two signature events annually to build profile of City services in this sector, delivered by VBEC and Business Development Officer- Creative Economy.
6. Number of business consultations developed by VBEC per FTE as per MEDT requirements.
7. Number of jobs created through assistance of VBEC per FTE as per MEDT requirements.

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

1. Recovery from economic conditions are still posing a challenge on the number of business development completions.
2. New work program for the Department will require time to go through learning curve.
3. At the same time that staff is learning about the new convergent sectors and the Strategy, there is still the workload issue of handling day to day business development inquiries, Council requests, information requests, administrative tasks, etc.
4. Ramping up of the VMC, especially subway construction, may create business retention challenges and challenges to attracting office development projects – tenants want to wait until traffic issues are resolved.



2011-12 Business Plan


Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

Economic Development as a service-based department has a number of difficulties in relation to performance measures and the adoption of Key Performance Indicators. Some of the difficulties that arise are:

- Diverse nature of our activities
- Much of our work is carried out in partnership and outcomes tend to be enabled through collective endeavour
- Individual projects and programmes tend to produce a wide range of benefits and outcomes
- Programme outcomes are heavily influenced by external factors (e.g. economy, servicing readiness, timing, development interests, etc.)
- Often the causal relationship between involvement and outcome will be unclear and benefits can often be realized well after the involvement was initially made.
- Reporting of initial outcomes should also be assessed in later years. In assessing business development completions/jobs/square footage, Year 1 outcomes tend to be lower and only fully realize their potential in third or fourth years.

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

With the completion of the Economic Development Strategy in 2010, the focus of 2011 is to begin the process of establishing Vaughan as a gateway in the Greater Toronto Area and initiating learning to address the sectors of convergence: innovative research, development and design; advanced goods production and movement.



Commissioner Sign-off

9/15/2010
Date (mm/dd/yy)





**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (If applicable)

Department **Business Unit Name**

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	75,473	-	75,473	-	75,473
Other continuous costs	-	-	-	-	-
One-time expenses	-	-	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 75,473	\$ -	\$ 75,473	\$ -	\$ 75,473
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

The addition of a Research Coordinator as per the organizational structure outlined in the recently approved 10 year Strategy will fill a critical function within the department and therefore be an important support role to accomplish the actions, objectives and goals that will position Vaughan as the "Gateway" to the Greater Toronto Area for economic activity.

The Research coordinator position addresses an important issue in the department with regard to the corporate calling program and the most efficient and productive use of staff resources. Corporate calling and strategic alliance programs are the primary responsibility of the Community Development Officer. However, with no research position in the department, the Community Development officer has been devoting 95 percent of their daily work flow to research and information analysis. This migration of duty had occurred over the past four years as it better connected with the incumbent's professional background and expertise. This has led to the corporate calling and strategic alliance programs being relegated to a minor role. Within the new strategy, the Community Development Officer will be realigned to its original Corporate Calling mandate which include further exploring the opportunities in developing an economic gardening program; and further implementing the Synchronist Business Information system within the department. Both of which are clearly articulated as elements in successfully achieving the "Gateway" strategy.

Milestones or Deliverables	Timelines	Comments
Obtain Budget Approval	Q1/2011	
Initiate Hiring Process & Fill Position	Q2/2011	

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

Other Departments are not directly involved with this request.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
	8			High	General Correlation		

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

A majority of the development will be in the Vaughan Enterprise Zone and the Vaughan Metropolitan Centre. Both employment areas will have a significant economic impact on the City with planned employment of more than 70,000 jobs. It is imperative that the business development officers that will be working to build the three convergent sectors as outlined in the strategy have a secure knowledge that the information and data used is accurate and reliable. The Research Coordinator will be the staff member that supplies and maintains this data for Economic Development and other internal departments. The Research Coordinator will also work with the Region and external agencies to collect, analyze and disseminate research data which supports the City of Vaughan as a desirable location on business development websites as well as support the City's applications for program funding. These research initiatives have a short turnaround timeframe, however with a dedicated staff resource, they can be managed in a proactive manner allowing the City to drive the information agenda, not just to react to it.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The business plan is directly linked to the 10 year strategy. To that end, as the various positions are aligned under business development and business retention, it allow for the research coordinator to provide information and analysis to each position for better collaboration to successfully deliver the day-to-day activities that will be undertaken, and in turn insure that each position will have the appropriate amount of time to build the convergent sectors and gain a greater understanding of potential issues that pertains to infrastructure, development policy and other economic matters directly related to the convergent sectors and which are foundational to the strategy.

On a month-to-month basis the research coordinator will be directly responsible for maintaining and compiling a number of directories and research materials such as;

- Vacant Land Directory
- Business Directory
- Population and selected trend data
- Employment and labour force analysis
- Charges/Fees
- Construction Activity
- Comparative Tax Rates
- Community Profiles
- Sector Profiles
- Real Estate Trends
- Site Selection, lead and prospect files

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

Most budget-sensitive programs attempt to focus their efforts on a limited number of realistic, high-value targets. The strategy provides the baseline for this. However, the Research coordinator will assist in focusing on gathering research and information that identifies the targets that are the best fit for the characteristics of the convergent sectors which in turn sets the stage for tailoring the marketing to these segments.

The Research Coordinator develops materials which are used by other internal departments, allowing for cost savings and efficiencies across the corporation.

5) Alternatives

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

There is not an alternative to this request.

Request Title

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

Each of these data sets and research information are requested on a day-to-day basis by various external sources such as the Industrial and Commercial real estate community in addition to being used when responding to information requests from Mayor, Members of Council and other City departments such as Legal, Policy Planning, Recreation and Culture and Finance; and York Region department staff. Also, the business directory and Employment Survey provides a vital year over year business and employment benchmark of businesses and employment data. If this request is not approved it will jeopardize the Department's ability to fulfill the objectives and actions as identified in the Economic Development Strategy.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.) _____

What are the compliance requirements? _____

Current status of compliance: _____

Comments

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

Economic data collection and analysis impact on the dept. and other internal groups.

Request Title					
7) Financial/Resource Detail					
Component		BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)					
1	* Staffing costs (calculated field)	(See sect. 8&9)	60,138	-	
2	* Benefits	(See sect. 8&9)	15,335	-	
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-	
4	<blank>				
5	<blank>				
6	<blank>				
7	<blank>				
Subtotal			75,473	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)					
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-	-
2	<blank>				
3	<blank>				
Subtotal			-	-	-
OFFSETS - cost savings, reductions, etc					
1	<blank>				
2	<blank>				
3	<blank>				
Subtotal			-	-	-
TOTAL OPERATING BUDGET CHANGE			75,473	-	-
ASSOCIATED CAPITAL FUNDING		Proj. #			
1	<blank>				
2	<blank>				
3	<blank>				
TOTAL ASSOCIATED CAPITAL FUNDING			-	-	-
COMPLEMENTS & FTE's					
# of positions requested	(calculated field - sect. 8&9)		1.00	-	
FTE's	(calculated field - sect. 8&9)		1.00	-	
FTE reductions/offsets	(Manual Field)		-	-	
Net FTE's	(calculated field - sect. 8&9)		1.00	-	

Request Title					
8) 2011 Complement Details					
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.					
2011 Complement Information		Position #1	Position #2	Position #3	Sub-total
Position title		Research Coordinator			
Estimated start date (dd-mm-yy to dd-mm-yy)		5/1/2011			
# 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 term (dd-mm-yy to dd-mm-yy)					
Business unit # and object code		1900001.701			
Grade level		4			
Est. starting step		2			
2011 Complement Annual Cost Detail					
Annual full-time \$		60,138			60,138
Annual part-time \$					-
Annual shift premiums, etc					-
Annual overtime \$					-
* PT vacation pay (calculated field)			-	-	-
* Annual benefits (calculated field)		15,335	-	-	15,335
* FT contract benefits in lieu (calculated field)			-	-	-
Subtotal		\$ 75,473	\$ -	\$ -	\$ 75,473
Continuous costs		(BU & Acct #.)			
1)	<blank>				-
2)	<blank>				-
3)	<blank>				-
4)	<blank>				-
Subtotal		\$ -	\$ -	\$ -	\$ -
One-time costs		(BU & Acct #.)			
1)	Computer equip.				-
2)	Office equip.				-
3)	Other				-
Subtotal		-	-	-	-
Total 2011 Complement Annual Costs		\$ 75,473	\$ -	\$ -	\$ 75,473
Additional Comments:					
Full year impact submitted - expected hire date May 2011					

Request Title				
9) 2012 Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				
<u>2012 Complement Annual Cost Detail</u>				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	(BU & Acct #.)			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal	-	-	-	-
Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (1) FTE "Business Development Officer - Advanced Goods & (If applicable)
Department Economic Development **Business Unit Name** General Administration - F/T

Request Title (1) FTE "Business Development Officer - Advanced Goods & Movement"
Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	-	87,573	87,573	-	87,573
Other continuous costs	-	-	-	-	-
One-time expenses	-	-	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ -	\$ 87,573	\$ 87,573	\$ -	\$ 87,573
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

The addition of a Business Development Officer - Advanced Goods Movement and Production is a critical element to accomplish the actions, objectives and fulfill the goals of the 10 year economic development strategy that will position Vaughan as the "Gateway" to the Greater Toronto Area for economic activity.

Business development becomes a primary function of the department rather than reactive business assistance. From this perspective, the challenge then lies in the ability for one staff complement to continue providing day-to-day economic development assistance, while building two convergent sectors; Advanced Goods Production and Movement, and Innovative Research, Design and Development. Therefore, it is recommended that a new business development officer position be added to the department which will focus on the convergence sector of Advanced Goods Production and Movement and equally share responsibility for providing day-to-day business assistance with the Senior Manager of Economic Development.

Milestones or Deliverables	Timelines	Comments
Obtain Budget Approval	Q1/2011	
Initiate Hiring Process & Fill Position	Q2/2011	

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

Other Departments are not directly involved with this request. However, this new resource will be a primary point person for Economic Development within the Corporation - bringing ideas and concepts forward and also working on behalf of business to navigate the planning and permitting process

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	(1) FTE "Business Development Officer - Advanced Goods & Movement"
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Vaughan Enterprise Centre	8			High	Mandatory		

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

A majority of the development in the convergent sector Advanced Goods and Movement Production will be in the Vaughan Enterprise Zone. The Enterprise Zone will have a significant economic impact on the City with planned employment of more than 50,000 jobs. In addition, the marketing plan and promotion of the Vaughan Enterprise Zone is still an outstanding item on the Council Priorities List and is noted as **Strategic Initiative 23** "Review the Vaughan Enterprise Zone Vision and develop a marketing plan. A key initiative that will be undertaken by the Business Development Officer – Advanced Goods and Movement will be to look at the practices in a number of goods movement initiatives and hubs across Canada and the U.S.. This will give the City a greater perspective on the positioning of the Vaughan Enterprise Zone as a "Gateway" for goods movement, and the potential structures that the City may wish to further explore to encourage this type of development.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The Vaughan Enterprise Zone is one of the most important Employment Land areas in Vaughan and the Greater Toronto Area. The Business Plan Objective for 2011 is to create the marketing materials needed to begin encouraging planned development to generate the assessment and job growth needed for the City. The Enterprise Zone is also the key geographic area that will serve as the foundation to future international business development beginning with a link to Delta B.C.. Key performance indicators include the finished marketing materials and the creation of a working relationship with Delta.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

In the current organizational structure, only one staff position is responsible for providing business assistance on a day-to-day basis.

These activities include:

- Coordinating, promoting and marketing programs of the City.
- Working with property owners to create revitalization opportunities and new development on selected areas within the City of Vaughan.
- Acting as the key contact/resource for major and/or complex community revitalization, business development and incentive projects within selected areas.
- Leading special projects
- Attracting new business opportunities to the City and assisting in business retention and expansion by preparing and responding to requests for proposals
- Evaluating Federal, Provincial and Municipal financial policy implications for economic development efforts.
- Monitoring and examining market conditions and emerging trends which may affect existing and potential development/renewal
- Attending public meetings
- Acting as the principal contact for developers, site selectors, realtors and the business community with respect to incentives, development and/or renewal issues and processes.

5) Alternatives

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

The alternative to this request is to realign workloads to accommodate the convergent sector among various positions. This is not the preferred solution, as there will be no subject matter expert in the convergent sectors. In the past, Economic Development has not worked in a broad-based business development context as it could only provide reactive business assistance. Splitting these efforts can be done but may lead to dropped responsibilities and a myriad of productivity & focus problems.

Request Title	(1) FTE "Business Development Officer - Advanced Goods & Movement"
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

If this request is not approved it will jeopardize the Department's ability to fulfill the objectives and actions as identified in the Economic Development Strategy. The success of the strategy lies in the initial years as the actions are built on each other. Another consequence which is difficult to measure is the lost opportunity and development in the Vaughan Enterprise Zone and other employment areas in the City.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Current status of compliance:

Comments

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

Probability of Risk Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

Impacts Dir. & Mgr. workload & response times - Ec Dev Strategy can't be carried out.

Request Title	(1) FTE "Business Development Officer - Advanced Goods & Movement"			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	69,502
2	* Benefits	(See sect. 8&9)	-	18,071
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		-	87,573	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-
2	<blank>			
3	<blank>			
Subtotal		-	-	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
<u>TOTAL OPERATING BUDGET CHANGE</u>		-	87,573	-
ASSOCIATED CAPITAL FUNDING		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
<u>TOTAL ASSOCIATED CAPITAL FUNDING</u>		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	-	1.00	
FTE's	(calculated field - sect. 8&9)	-	1.00	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	-	1.00	

Request Title	(1) FTE "Business Development Officer - Advanced Goods & Movement"
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

8) 2011 Complement Details

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.

2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				

2011 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)		-	-	-
* Annual benefits (calculated field)		-	-	-
* FT contract benefits in lieu (calculated field)		-	-	-
Subtotal	\$	-	\$	-

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$	-	\$	-

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2011 Complement Annual Costs	\$	-	\$	-	\$	-
---	-----------	----------	-----------	----------	-----------	----------

Additional Comments:
 Full year impact submitted - expected hire date May 2011.

Request Title	(1) FTE "Business Development Officer - Advanced Goods & Movement"			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
9) 2012 Complement Details				
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.				
2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Business Dev. Officer			
Estimated start date	5/1/2012			
# 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 term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #	1900001.701			
Grade level	5			
Est. starting step	2			
2012 Complement Annual Cost Detail				
Annual full-time \$	69,502			69,502
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	18,071	-	-	18,071
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ 87,573	\$ -	\$ -	\$ 87,573
Continuous costs	<i>(BU & Acct #.)</i>			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal	-	-	-	-
Total 2012 Complement Annual Costs	\$ 87,573	\$ -	\$ -	\$ 175,145
Additional Comments: Full year impact submitted - expected hire date May 2012.				



2011-12 DRAFT OPERATING BUDGET

ACCESS VAUGHAN

- FINANCIAL SUMMARY
- BUSINESS PLAN
- ADDITIONAL RESOURCE REQUESTS
 - Citizen Service Representative

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Account Reallocati on		2011 Total Budget Variance		Budget 2012		2012 Account Reallocati on		2012 Total Budget Variance	
						Inc/(Dec)	\$	\$	%	\$	%	Inc/(Dec)	\$	\$	%
121 - Access Vaughan Revenue															
3500 CITY REVENUE	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
3616 Miscellaneous Sales	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
Revenue	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
Labour Accounts															
7010 Full Time	403,829	424,350	426,406	440,875	14,469	0	14,469	0	3.39%	461,783	20,908	0	20,908	4.74%	
7012 Overtime	0	1,317	15,360	7,960	(7,400)	0	(7,400)	0	-48.18%	8,060	100	0	100	1.26%	
7015 Part Time	112,903	126,857	118,460	155,780	37,320	0	37,320	0	31.50%	155,780	0	0	0	0.00%	
7017 Benefits	113,477	111,910	123,600	126,687	3,087	0	3,087	0	2.50%	134,521	7,834	0	7,834	6.18%	
Labour Account Subtotal	630,209	664,434	683,826	731,302	47,476	0	47,476	0	6.94%	760,144	28,842	0	28,842	3.94%	
Non Labour Accounts															
7100 Mileage	252	331	960	960	0	0	0	0	0.00%	960	0	0	0	0.00%	
7103 407-ETR Toll Charges	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7105 Memberships/Dues/Fees	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7110 Meals & Meal Allowances	1,039	721	1,360	860	(500)	0	(500)	0	-36.76%	860	0	0	0	0.00%	
7115 Training & Development	8,279	2,122	8,010	10,000	1,990	0	1,990	0	24.84%	10,000	0	0	0	0.00%	
7120 Telephone Charges	129	0	2,610	610	(2,000)	0	(2,000)	0	-76.63%	610	0	0	0	0.00%	
7122 Cellular Telephones	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7125 Subscriptions/Publications	398	69	240	240	0	0	0	0	0.00%	240	0	0	0	0.00%	
7130 Seminars & Workshops	0	0	0	1,000	1,000	0	1,000	0	0.00%	1,000	0	0	0	0.00%	
7200 Office Supplies	2,959	3,603	3,000	3,000	0	0	0	0	0.00%	3,000	0	0	0	0.00%	
7205 Computer Supplies	252	0	0	1,000	1,000	0	1,000	0	0.00%	1,000	0	0	0	0.00%	
7210 Office Equip. & Furniture	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7211 Computer Hardware/Software	0	2,419	4,170	3,000	(4,172)	0	(4,172)	0	-28.06%	3,000	0	0	0	0.00%	
7215 Mtce. & Repairs - Equip.	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7220 Copier/Fax Lease Charges	4,093	4,672	3,000	4,185	1,185	0	1,185	0	39.50%	4,185	0	0	0	0.00%	
7222 Printing	0	50	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7315 Preventative Mtce. A	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7415 Rental, Leases - Vehicles	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7520 Professional Fees	5,890	3,798	7,680	9,862	2,182	0	2,182	0	28.41%	9,862	0	0	0	0.00%	
7560 Gas/Diesel - Vehicles	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7630 Wireless/Internet Commun.	1,580	2,019	1,440	1,940	500	0	500	0	34.72%	1,940	0	0	0	0.00%	
7696 GST Adjustment 2004	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7698 Grouped Expenses	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7699 Sundry Expenses	435	223	1,320	1,320	0	0	0	0	0.00%	1,320	0	0	0	0.00%	
7780 Trsf. to Reserves-Insurance	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
Non Labour Account Subtotal	25,306	20,027	33,790	37,977	4,187	0	4,187	0	12.39%	37,977	0	0	0	0.00%	
Total Expense	655,515	684,461	717,616	769,279	51,663	0	51,663	0	7.20%	798,121	28,842	0	28,842	3.75%	
Net Total	655,515	684,461	717,616	769,279	51,663	0	51,663	0	7.20%	798,121	28,842	0	28,842	3.75%	

2011 Budget Variance Comments

Full Time Increase due to pro-rated progression and economic adjustment
Overtime Increase due to reallocation to Part Time and rate change as per union agreement
Part Time Increase due to economic adjustment and reallocation from Overtime
Benefits Increase in relation to salaries increase and part time increase per guidelines
Meals & Meal Allowances Reallocated to Wireless/Internet Commun.
Training & Development Reallocated from Computer Hardware/Software
Computer Supplies Reallocated from Telephone Charges
Computer Hardware/Software Reallocated to Training & Development and Professional Fees. Software maintenance contract
Copier/Fax Lease Charges Increase due to new lease agreement and volume copy charges
Wireless/Internet Commun. Reallocated from Meals & Meal Allowances

2012 Budget Variance Comments

Full Time Increase due to pro-rated progression and economic adjustment
Overtime Increase due to union agreement rate changes
Part Time Increase due to economic adjustment and reallocation from Overtime
Benefits Increase in relation to salaries increase and part time increase per guidelines

2011-12 Business Plan

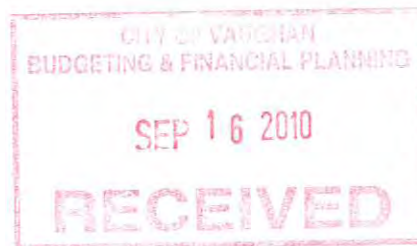
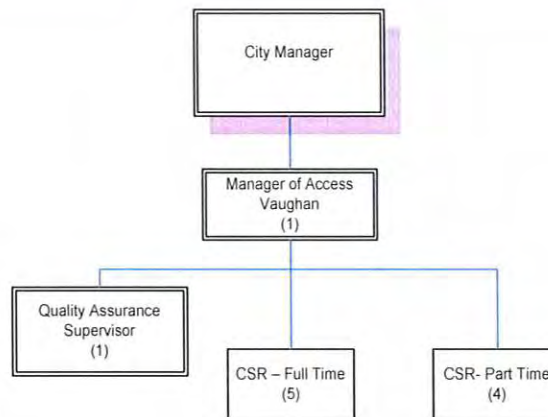
BUSINESS OVERVIEW

Service Statement:

Access Vaughan is the contact centre for the City of Vaughan, offering citizens access to information and assistance through telephone or via face-to-face assistance at the Information Desk.

Service Profile:

ACCESS VAUGHAN DEPARTMENT ORGANIZATION CHART



2011-12 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	7	7	7	7		
Part Time	4	4	4	4	1.38	1.38
Overtime	\$15,600	\$17,050	\$15,360	\$15,450	0	0

Key Stakeholders:

- Vaughan Residents
- Vaughan Businesses
- City of Vaughan Employees
- Non Residents

2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020:

Pursue Excellence in Service Delivery

Management Excellence (Enhance Productivity, Cost Effectiveness & Innovation)

Support the Professional Development of Staff

Future Pressures and Opportunities:

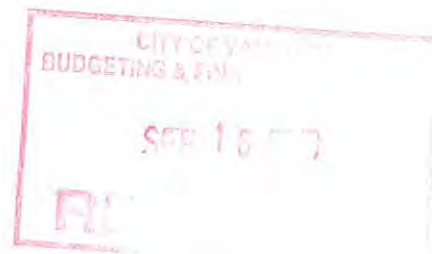
Continue expansion and integration of other departments with Access Vaughan.

Access Vaughan will be able to address citizens' general inquiries, eliminate misdirected calls and overall allow for a more inclusive service to callers.

Extending the hours of operation once Access Vaughan has integrated with the majority of departments; will increase the service provided to all of our stakeholders.

The future pressure is to maintain the service level of 80% of all incoming calls to be picked up in 20 seconds or less.

Without additional staffing, the service level to callers will decrease and the wait times will increase. This will result in a negative experience for the caller. In 2010 there have been a few months where Access Vaughan was unable to meet the service level due to increased call volume and staffing levels being static for the past four years.



2011-12 Business Plan

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Phase II – Step C– Access Vaughan expansion. Integration or expansion with another department to improve the caller experience.	Q4 - 2011	Improved caller experience. Increased call volume to Access Vaughan queue.	2 PTE Equipment (hardware/software) costs for additional resources and licenses.
2. Develop and update Accessibility Plan for Access Vaughan	Q3 - 2011	Compliant with legislation. Improved experience for callers and visitors	
3.			
2012 (Top 3 Objectives)			
1. Phase II – Step D – Access Vaughan expansion. Integration or expansion with another department to improve the caller experience.	Q4 - 2012	Improved caller experience. Increased call volume to Access Vaughan queue.	2 PTE Equipment (hardware/software) costs for additional resources and licenses.
2. Develop and update Accessibility Plan for Access Vaughan	Q3 - 2012	Compliant with legislation. Improved experience for callers and visitors	

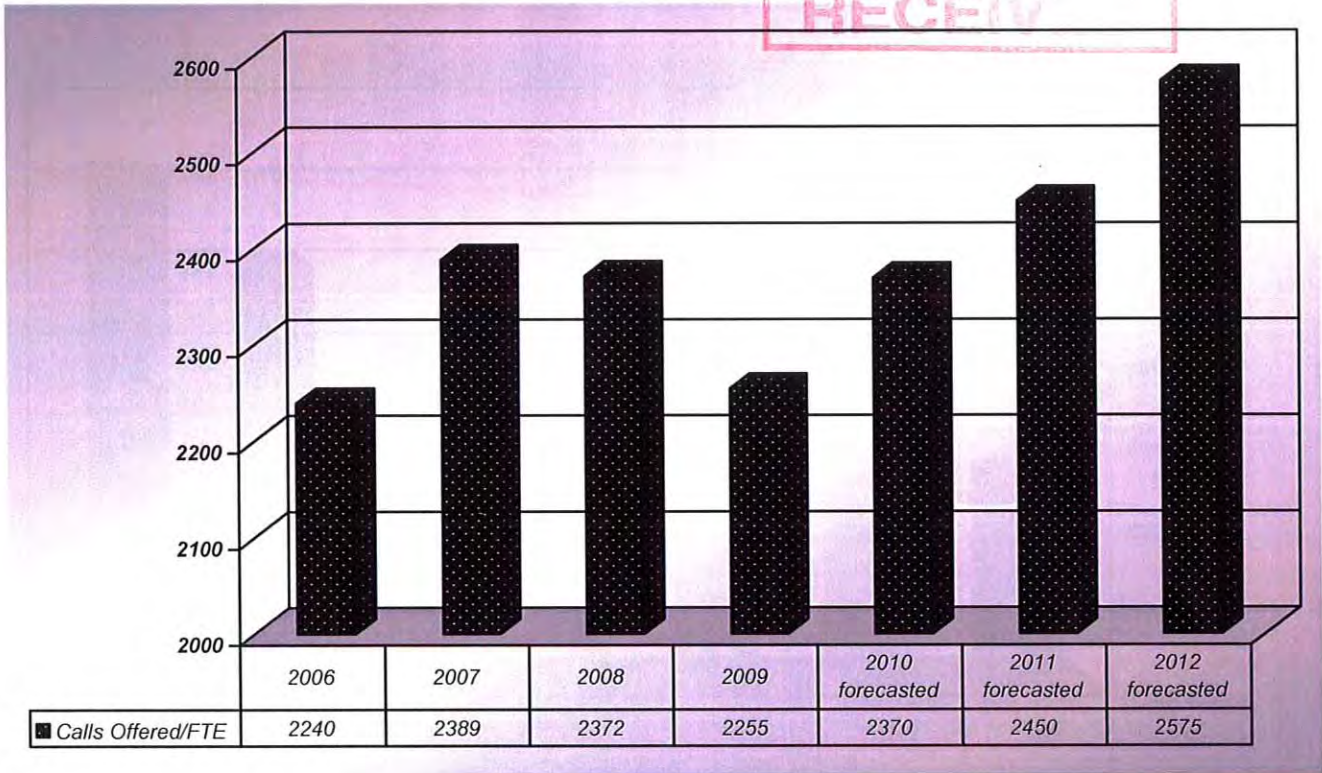
BUDGETED
 SEP 10 3
 REC

2011-12 Business Plan

Measure: Aggregate Number of Calls Offered monthly by FTE

Definition: Total number of calls each month received by Access Vaughan divided by the total number of FTE (6.5).

CITY OF
BUDGETING & FINANCE
SEP 16 2010
RECEIVED



Key Conclusion:

Calls offered reflect that residents continue to use the call centre as a main point of contact for information, assistance and communication with the corporation.

Notes about the Measure:

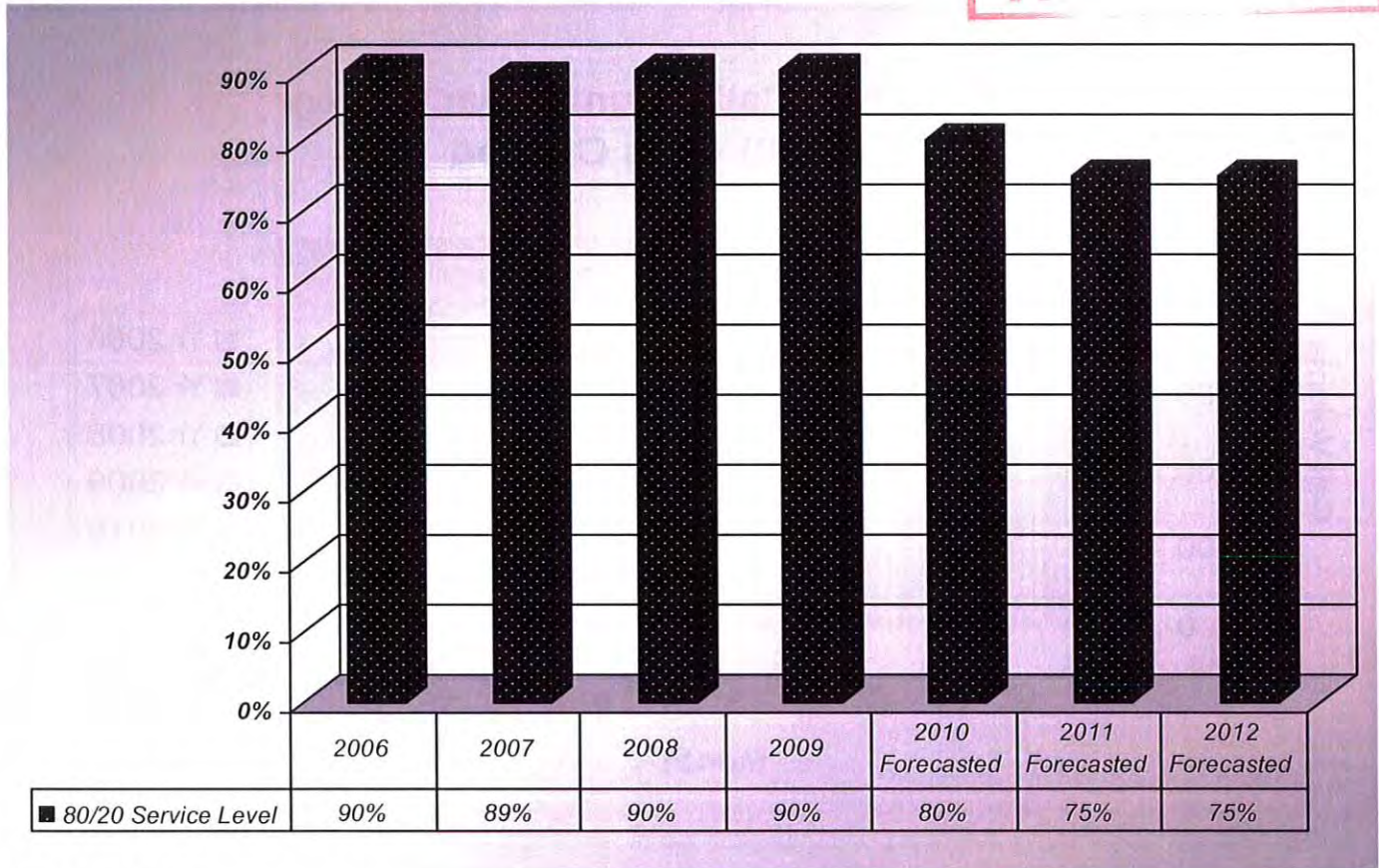
FTE is calculated by taking 4 out of 5 full time CSRs (Information Desk rotation equals 1 FTE in hours) and adding the 4 part time CSRs who work up to 24 hours each per week – FTE equivalent is 2.76. Calls offered indicate the number of calls that are presented to a CSR.

The forecasted statistics are based on a 5% overall increase in call volume each year; consideration for expansion/integration with other departments and increase in call handle time as services become more complex, e.g., (work orders).

2011-12 Business Plan

Measure: Year-to-date monthly service level – 80% is the standard for Access Vaughan

Definition: 80% of the calls answered (picked up) within 20 seconds or less.



Key Conclusion:

The service level is the percentage of incoming calls (80%) answered in a specified amount of time (20 seconds).

Access Vaughan’s standard is 80% of all incoming calls to be picked up within 20 seconds or less on a monthly and yearly average. An increase in services and workload in Access Vaughan will contribute to a decline in service level.

Notes about the Measure:

Statistical data from Contact Centre 6 (CC6) reports are used to quantify the service level achieved in the contact centre. Each month the calls answered are measured against the service level standard. In Year 2010 Access Vaughan has struggled to maintain the service level due to increased handle time, increased services and staffing during the summer months for vacation leaves.

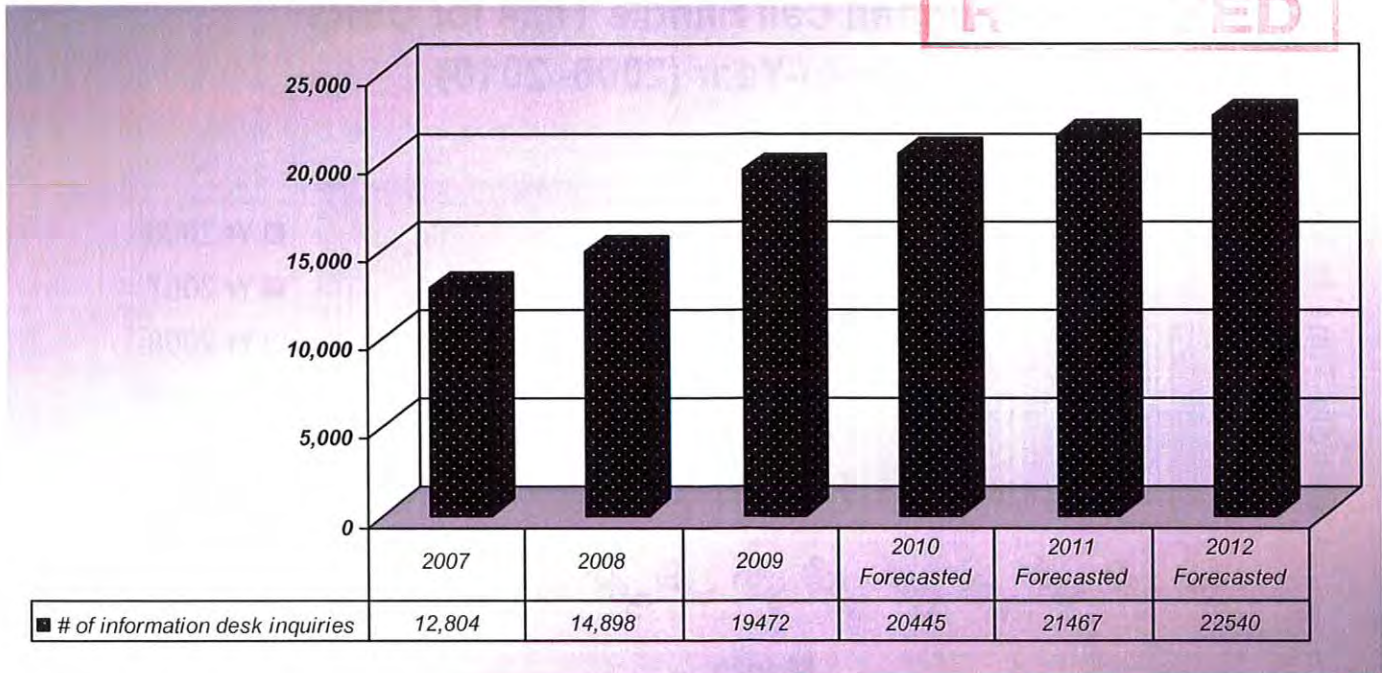
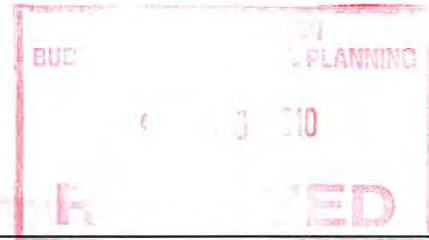
Forecasted service level based on decreased service level in 2010 and increased call volume.

BUDGETING PLAN
RECEIVED

2011-12 Business Plan

Measure: Number of Information Desk Inquiries

Definition: Number of inquiries answered at the Information Desk



Key Conclusion:

Information Desk inquiries are an important function of the Access Vaughan Contact Centre, as these inquiries are handled face-to-face. Residents continue to visit the Civic Centre for the following reasons: dispute of a parking ticket, payment of parking ticket, payment of taxes, appointments with Council, Public Meetings, marriage license, permit applications, and purchase of garbage tags. We expect the visits to the Information Desk to increase in year 2010 with the opening of the new Civic Centre. A dedicated resource is always required to appropriately staff the Information Desk Hours.

Notes about the Measure:

Access Vaughan provides coverage for the Information Desk from 8:00 am to 4:30 pm, Monday to Friday. The data is extracted from the Call Type Tracker reports. The tracking of inquiries is a function performed by each CSR when they are scheduled at the Information Desk.

Forecasting is based on a 5% increase in face-to-face inquiries. The new Civic Centre will attract more residents as the services will be more comprehensive and the majority of the departments will be in one location.

2011-12 Business Plan

Overall Conclusion:

Access Vaughan is a key component in providing Service Excellence to residents, businesses and internal colleagues. Access Vaughan is in many cases the first point of contact for residents; the interaction and services that they receive from the contact centre will impact their opinion of the service that the City provides to them overall.

One of the key performance indicators for the business unit is meeting the 80/20 standard (80% of calls answered/picked up within 20 seconds or less on average). The expansion of the call centre to handle more calls concerning departmental service will increase the pressure on the department to continue to meet the service level standards.

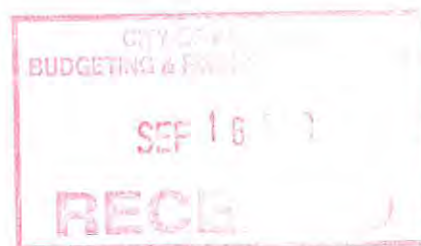
The future vision is to continue to expand and integrate with other departments and to extend the hours of operation to allow for a more inclusive service to callers; while maintaining the service level of 80/20 for fast, efficient and accurate service.



Commissioner Sign-off



Date (mm/dd/yy)





**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary Citizen Service Representative
 (If applicable)
Department Access Vaughan **Business Unit Name** Access Vaughan

Request Title Citizen Service Representative

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	2.00	2.00	4.00	-	4.00
Net FTE's	1.38	1.38	2.76	-	2.76
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	83,188	86,542	169,730	-	169,730
Other continuous costs	1,200	1,200	2,400	-	2,400
One-time expenses	9,000	-	9,000	(9,000)	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 93,388	\$ 87,742	\$ 181,130	\$ (9,000)	\$ 172,130
Associated Capital Costs	\$ 128,750	\$ 50,470	\$ 179,220	\$ -	\$ 179,220

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

Access Vaughan was implemented to provide service excellence to our residents and business community. The key drivers of satisfaction for callers; based on guiding principles are: access to accurate and timely information and access to the right person with the right information. Callers want efficiency and accuracy and the goal of Access Vaughan is to provide an excellent caller experience. The expansion and integration of more departments with Access Vaughan allows for a more inclusive service to callers and it eliminates the need to transfer many of the calls. Access Vaughan currently handles inbound calls for the following integrated departments: Tax, Public Works - Waste, Enforcement and Recreation & Culture. In Q3 2010, Access Vaughan integrated with the Parks & Forestry Operations department, handling all inbound calls for that group. Access Vaughan was granted capital funding for 2010 to integrate/expand with another department to allow for more services to be offered by the call centre. In addition to the integrated departments; Access Vaughan provides other services such as: Information Desk Counter/Garbage Tag Sales, registration of callers for the corporate E-newsletter, registration for public meetings such as budget and planning meetings, answering inquiries regarding Elections 2010 and assistance with the V.O.L project as a test group. As the community and corporation grow and call volumes increase, Access Vaughan will require additional staffing to maintain the industry standard service level of 80/20. The service level that the Access Vaughan call centre works to maintain is to answer/pick-up 80% of all inbound calls within 20 seconds or less. By providing this service to callers, we work towards the goal of "Pursuing Excellence in Service Delivery". We forecast a growth of 5% increase in call volume year over year. This forecasted growth is not including the additional call volume that we can expect when integrating with a new department; that increase in volume is unpredictable until integration is complete. In addition the increase in number of residents that visit the Civic Centre has been increasing steadily each year; with the new Civic Centre we expect to see a considerable increase as most City services will be offered in the one building. The information desk requires a full time resource to manage the number of visitors that come in daily for services/inquiries. In the future the vision is to continue expansion and integration with other departments and to extend the hours of operation to allow for a more inclusive service to residents and business community. In order to achieve that vision, certain staffing levels must be in place to not compromise the service level, as the impact would be negative to the caller and to the integrated departments.

Milestones or Deliverables	Timelines	Comments
Access Vaughan Phase 2-Step A - Capital Funding Approved	Q3 - 2010	Integration of Parks & Forestry Operations with Access Vaughan
Access Vaughan Phase 2 - Step B - Capital Funding Approved	Q3-2011	Integration/expansion of another department with Access Vaughan
Automated Voice Recorder Solution	Q1 - 2011	Implementation of voice recorder for quality assurance in the call centre
Access Vaughan Phase 2 - Step C - Submission for Capital	2011	Integration/expansion of another department with Access Vaughan

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

Access Vaughan relies heavily on the ITM department; both the Business Solutions group and the Information Technology Management group. All project initiatives for Access Vaughan require the Business Solutions team to assist in scoping, planning and delivering the project on time and within budget. The Business Solutions group help coordinate the work of both internal and external parties as well as managing any issues that arise during the project. Access Vaughan has many technical requirements for any integration/expansion and to implement any new technology or make changes to any existing technology the ITM group is required. When hiring new staff in Access Vaughan the ITM group is also required for purchase of licenses, installation of software and telephony set-up. In 2010 Access Vaughan will be implementing the Automated Voice Recorder Solution; such technology requires ITM resources for implementation and to provide/facilitate training to Access Vaughan Management. The department that will integrate/expand services with Access Vaughan will be required to provide resources for the project. The resources are required to coordinate all of the department's deliverables during the project, assist in process mapping and training. The department will be required to assign a lead contact for Access Vaughan for pre-project meetings, planning and execution of the project and for project closure. This resource will be the lead contact after the integration to ensure that the service level agreements between Access Vaughan and the department are being met. The request for additional staffing is directly linked to the Capital Projects: Access Vaughan Phase 2 - Expansion/Integration and Automated Voice Recorder.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Citizen Service Representative
----------------------	---------------------------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Ensure citizen focused communication	10	ongoing	Q2-2011	High	Mandatory	Service Excellence	Pursue Excellence in Service Delivery

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

The strategic initiative which is listed on the Vaughan Vision 2020 list referred to phase 1 of the call centre expansion. This request is linked to phase 2 of the expansion which is connected to the initiative currently on the list. In particular, the expansion of the call centre internal clients necessitates an additional FTE (1.38) resource in order to maintain the service level standards which have been approved by Council. It is critical that the additional resources are added to the department since any future expansion of the business unit will be dependant on the ability to meet service level standards. As well the Corporation affixed a high priority to the expansion of the Access Vaughan call centre and the ability to continue to provide an efficient and effective service is contingent upon the ARR request being approved.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The core focus of Access Vaughan is to operate the contact centre for the City of Vaughan, offering citizens access to information and assistance through telephone or via face-to-face assistance at the information desk. One of the key performance indicators for the business unit is meeting the 80/20 standard (80% of calls answered within 20 seconds or less). Addressing the department's pressures and seizing new opportunities requires that the FTE complement be linked with the increasing volume of calls handled each year. The expansion of the call centre to handle more calls concerning departmental service will increase the pressure on the department to continue to meet the service level standards. The key initiatives for 2011-2012 are focused on expanding the call centre and also ensuring that the quality of service which is provided to residents continues at a high level.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

Adding the additional resources will increase the efficiency and effectiveness of the Access Vaughan call centre. This will be demonstrated through reduction in the wait time for callers and maintenance of the 80/20 service level standard. The call centre will also be able to consider longer hours of operation if it is adequately staffed, thus improving customer service to the citizens. Further, centralizing more call enquiries from other City departments in the call centre will facilitate the review and improvement of participating departments.

5) Alternatives

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

There are no alternatives or options. Not increasing the staffing complement will run the risk of increasing the wait time for callers, reducing the service level and providing overall a negative experience to the caller. With the capital budgeting approval in 2010 to expand the call centre offerings it is critical to add additional staff in order to meet the business goals of the department and expectations of the City corporation.

Request Title	Citizen Service Representative
----------------------	---------------------------------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

If the request is not approved, the integration and expansion with other departments will not be as successful as callers will experience longer wait times in the Access Vaughan queue. Also, the amount of volume of calls that Access Vaughan will be able to handle will be limited, thus reducing the call centre's capability to take on new business from other City departments. Further, it would not be possible to consider extending the hours of operation as additional staff would be required to meet any increase in hours.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.) _____

What are the compliance requirements? _____

Current status of compliance: _____

Comments

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address:

Comments

Please describe the type and nature of risk

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

Reduced service level, longer wait time for callers

Current service level is 70-79% and maximum answer delay has been as high as 6 minutes.

Request Title	Citizen Service Representative			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	75,832	78,889
2	* Benefits	(See sect. 8&9)	7,356	7,652
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	1,200	1,200
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal			84,388	87,742
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	9,000	-
2	<blank>			(9,000)
3	<blank>			
Subtotal			9,000	(9,000)
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal			-	-
TOTAL OPERATING BUDGET CHANGE			93,388	87,742
				(9,000)
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	Access Vaughan Phase 2 - Step B - Year 2010	Av-3004-10	50,470	
2	Access Vaughan Phase 2 - Step C - Year 2011			50,470
3	Automated Voice Recorder Solution	AV-3004-10	78,280	
TOTAL ASSOCIATED CAPITAL FUNDING			128,750	50,470
				-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)		2.00	2.00
FTE's	(calculated field - sect. 8&9)		1.38	1.38
FTE reductions/offsets	(Manual Field)		-	-
Net FTE's	(calculated field - sect. 8&9)		1.38	1.38

Request Title	Citizen Service Representative
---------------	--------------------------------

8) 2011 Complement Details

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.

2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Citizen Service Rep.	Citizen Service Rep.		
Estimated start date (dd-mm-yy to dd-mm-yy)	4/4/2011	04/04/11		
# of positions requested	1.00	1.00		2.00
Full-time equivalents (FTEs)	0.69	0.69		1.38
Position type	Part-time	Part-time		
Position agreement classification	Cupe Cler. & Tech	Cupe Cler. & Tech		
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code	121001.7015	121001.7015		
Grade level	F	F		
Est. starting step	Start	Start		

2011 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$	35,770	35,770		71,540
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	2,146	2,146	-	4,292
* Annual benefits (calculated field)	3,678	3,678	-	7,356
* FT contract benefits in lieu (calculated field)			-	-
Subtotal	\$ 41,594	\$ 41,594	\$ -	\$ 83,188

Continuous costs	(BU & Acct #.)				
1) Textnet License	ITM account #				-
2) CC6 License	ITM to confirm				-
3) Office Supplies	121001.72	300	300		600
4) Headset Replacement	121001.7120.03	300	300		600
Subtotal		\$ 600	\$ 600	\$ -	\$ 1,200

One-time costs	(BU & Acct #.)				
1) Computer equip.	121001.7211.01	3,000	3,000		6,000
2) Office equip.					-
3) Other	121001.7120.03	1,500	1,500		3,000
Subtotal		4,500	4,500	-	9,000

Total 2011 Complement Annual Costs	\$ 46,694	\$ 46,694	\$ -	\$ 93,388
---	------------------	------------------	-------------	------------------

Additional Comments:

2011 rates
 \$51,841X0.69 salary + \$2,146 (6% vacation pay)

2012 rates
 \$53,931X0.69 salary + \$2,233 (6% vac. pay)

Request Title	Citizen Service Representative
---------------	--------------------------------

9) 2012 Complement Details

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.

2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Citizen Service Rep.	Citizen Service Rep.		
Estimated start date	02/02/2012	02/02/2012		
# of positions requested	1.00	1.00		2.00
Full-time equivalents (FTEs)	0.69	0.69		1.38
Position type	Part-time	Part-time		
Position agreement classification	Cupe Cler. & Tech	Cupe Cler. & Tech		
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #	121001.7015	121001.7015		
Grade level	5	5		
Est. starting step	1	1		

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$	37,212	37,212		74,424
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	2,233	2,233	-	4,465
* Annual benefits (calculated field)	3,826	3,826	-	7,652
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 43,271	\$ 43,271	\$ -	\$ 86,542

Continuous costs	(BU & Acct #.)				
1) Textnet License	ITM Account				-
2) CC6 License	ITM Account				-
3) Office Supplies	121001.72	300	300		600
4) Headsets	121001.7120.03	300	300		600
Subtotal		\$ 600	\$ 600	\$ -	\$ 1,200

One-time costs	(BU & Acct #.)				
1) Computer equip.	121001.7211.01	3,000	3,000		6,000
2) Office equip.					-
3) Other	121001.7120.03	1,500	1,500		3,000
Subtotal		4,500	4,500	-	9,000

Total 2012 Complement Annual Costs	\$ 48,371	\$ 48,371	\$ -	\$ 96,742
---	------------------	------------------	-------------	------------------

Additional Comments:

2011 rates
 \$51,841X0.69 salary + \$2,146 (6% vacation pay)

2012 rates
 \$53,931X0.69 salary + \$2,233 (6% vac. pay)



2011-12 DRAFT OPERATING BUDGET

INFORMATION & TECHNOLOGY SERVICES

➤ FINANCIAL SUMMARY

➤ BUSINESS PLAN

➤ ADDITIONAL RESOURCE REQUESTS

- ITM Security Analyst
- Enterprise Data Architect
- Business Analyst (moved to 2013)
- Solution Trainer (moved to 2013)

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Account		2011 Total Budget		Budget 2012		2012 Account		2012 Total Budget		
						Inc/(Dec)	Reallocati on	Variance		Inc/(Dec)	Reallocati on	Variance		Inc/(Dec)	Reallocati on	Variance
				\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	%	
050 - Information & Technology Mgmt.																
Revenue																
3522 Trsf. fm Res. & Res. Funds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	
3618 Dept. Misc. Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	
Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	
Labour Accounts																
7010 Full Time	2,412,736	2,618,341	2,819,698	2,955,531	115,833	0	115,833	4.11%	3,074,126	138,595	0	138,595	4.72%			
7012 Overtime	3,375	6,607	0	0	0	0	0	0.00%	0	0	0	0	0.00%			
7015 Part Time	436,060	439,633	342,090	394,325	52,235	0	52,235	15.27%	394,325	0	0	0	0.00%			
7017 Benefits	656,663	660,027	750,870	786,586	35,716	0	35,716	4.76%	838,537	51,951	0	51,951	6.60%			
Labour Account Subtotal	3,508,834	3,724,608	3,912,658	4,116,442	203,784	0	203,784	5.21%	4,306,988	190,546	0	190,546	4.63%			
Non Labour Accounts																
3572 Joint Service Revenue	(37,740)	(35,287)	(38,495)	(40,000)	(1,505)	0	(1,505)	3.91%	(41,500)	(1,500)	0	(1,500)	3.75%			
7100 Mileage	9,544	7,129	7,840	7,840	0	0	0	0.00%	7,840	0	0	0	0.00%			
7103 407-ETR Toll Charges	0	31	0	0	0	0	0	0.00%	0	0	0	0	0.00%			
7105 Memberships/Dues/Fees	800	840	4,210	4,210	0	0	0	0.00%	4,210	0	0	0	0.00%			
7110 Meals & Meal Allowances	4,426	3,852	5,500	5,500	0	0	0	0.00%	5,500	0	0	0	0.00%			
7115 Training & Development	16,575	7,510	55,339	55,339	0	0	0	0.00%	55,340	1	0	1	0.00%			
7120 Telephone Charges	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%			
7122 Cellular Telephones	2,601	1,922	5,700	5,700	0	0	0	0.00%	5,700	0	0	0	0.00%			
7125 Subscriptions/Publications	701	209	2,920	2,920	0	0	0	0.00%	2,920	0	0	0	0.00%			
7130 Seminars & Workshops	0	0	5,770	5,770	0	0	0	0.00%	5,770	0	0	0	0.00%			
7135 Advertising	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%			
7200 Office Supplies	2,401	3,581	7,830	7,830	0	0	0	0.00%	7,830	0	0	0	0.00%			
7205 Computer Supplies	2,722	477	5,000	5,000	0	0	0	0.00%	5,000	0	0	0	0.00%			
7210 Office Equip. & Furniture	2,507	23	14,015	12,015	(2,000)	0	(2,000)	-14.27%	12,015	0	0	0	0.00%			
7211 Computer Hardware/Software	239,632	192,212	232,598	226,600	(5,998)	0	(5,998)	-2.58%	226,600	0	0	0	0.00%			
7214 Miscellaneous Equipment	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%			
7215 Mtce. & Repairs - Equip.	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%			
7217 Internet/Intranet Mtce.	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%			
7220 Copier/Fax Lease Charges	9,731	11,054	10,765	10,765	0	0	0	0.00%	10,765	0	0	0	0.00%			
7222 Printing	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%			
7300 Protect. Clothing/Uniforms	2,707	1,428	0	0	0	0	0	0.00%	0	0	0	0	0.00%			
7315 Preventative Mtce. A	6,000	0	6,000	6,000	0	0	0	0.00%	6,000	0	0	0	0.00%			
7340 Machine Time	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%			
7365 Safety Equipment	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%			
7410 Rental, Leases - Equipment	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%			
7515 Relocation	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%			
7520 Professional Fees	432,715	259,253	564,299	564,299	0	0	0	0.00%	564,300	1	0	1	0.00%			
7531 Service Contracts	1,594,570	1,630,789	1,437,580	1,374,328	(63,252)	0	(63,252)	-4.40%	1,360,610	(13,718)	0	(13,718)	-1.00%			
7630 Wireless/Internet Commun.	114	60	0	0	0	0	0	0.00%	0	0	0	0	0.00%			
7635 Communications - ITM	622,030	689,296	741,220	741,220	0	0	0	0.00%	741,220	0	0	0	0.00%			
7696 GST Adjustment 2004	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%			
7698 Grouped Expenses	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%			
7699 Sundry Expenses	10,258	8,180	2,025	2,025	0	0	0	0.00%	2,025	0	0	0	0.00%			
7708 Special Reserve	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%			
7710 Internal Recoverable	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%			

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011 Inc/(Dec)	2011 Account Reallocati on	2011 Total Budget Variance	Budget 2012	2012 Inc/(Dec)	2012 Account Reallocati on	2012 Total Budget Variance
7712 Joint Serv. Recovery-Library	(77,500)	(26,350)	(77,500)	(77,500)	0	0	0	(77,500)	0	0	0
7780 Trsf. to Reserves-Insurance	38,800	46,715	46,715	55,615	8,900	0	8,900	59,125	3,510	0	3,510
7785 Trsf. to Reserves-Other	0	0	0	0	0	0	0	0	0	0	0
Non Labour Account Subtotal	2,883,594	2,838,211	3,039,331	2,975,476	(63,855)	0	(63,855)	2,963,770	(11,706)	0	(11,706)
Total Expense	6,392,428	6,562,819	6,951,989	7,091,918	139,929	0	139,929	7,270,758	178,840	0	178,840
Net Total	6,392,428	6,562,819	6,951,989	7,091,918	139,929	0	139,929	7,270,758	178,840	0	178,840

2011 Budget Variance Comments

Full Time Increase due to pro-rated progression, economic adjustment, and 2010 ARR
 Part Time Increase due to economic adjustment
 Benefits Increase in relation to salary change
 Office Equip. & Furniture Decrease caused by reversal of one-time expenditure related to 2010 ARR
 Computer Hardware/Software Decrease caused by reversal of one-time expenditure related to 2010 ARR
 Service Contracts Reduction of \$75k in base as part of budget saving initiative offset by increase in price changes on software maintenance and support agreement
 Trsf. To Reserves-Insurance Allowable increase to fund City insurance cost

2012 Budget Variance Comments

Full Time Increase due to pro-rated progression and economic adjustment
 Benefits Increase in relation to salaries increase and part time increase per guidelines
 Service Contracts Increase due to rate change on maintenance and support agreement
 Trsf. To Reserves-Insurance Allowable increase to fund City insurance cost

2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement: (Describe the core responsibilities for your department)

The Information & Technology Management (ITM) Department is mandated to play a leadership role in enabling the effective use of information and technology in all departments of the City, so that the established department business objectives and corporate strategic objectives are realized. A key success factor in helping the ITM department with its mandate is building collaborative partnerships with the City departments (our clients).

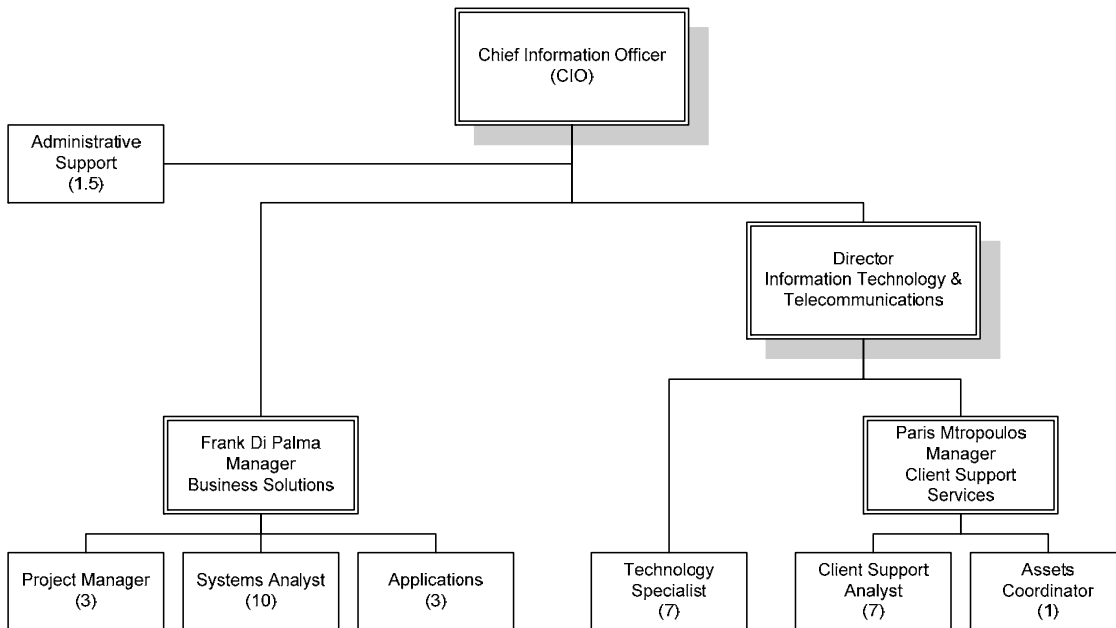
The ITM department is organized into three (3) business units, each with a particular focus and specific responsibilities:

Business Solutions - focus on identifying opportunities for delivery and deployment of new business solutions for all City departments.

Technical Services - focus on maintaining a reliable, secure, scalable and cost-effective corporate computing and telecommunications infrastructure.

Client Services - focus on providing support and assistance to clients in the use of corporate computer and telephone facilities.

Service Profile: (Provide the Organizational Chart for your department)



Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	26	29	32	32	2	0
Part Time	4.5	4.5	4.5	4.5		
Overtime	\$0	\$0	\$0	\$0		

2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

Service Excellence

Pursue Excellence in Service Delivery – the ITM department leads and/or contributes to strategic corporate initiatives related to service excellence. Some of the current initiatives include Geographic Information System (GIS), Access Vaughan, Case Tracking System (CTS), service delivery standards, Vaughan Online.

Management Excellence

Demonstrate Leadership & Promote Effective Governance – the ITM department works with internal City departments, as well as York Region and neighbouring municipalities to develop collaborative solutions to operational and business needs. Such initiatives include development of common Geographic Information System (GIS) standards, group purchases of services and solutions, and sharing of knowledge and expertise.

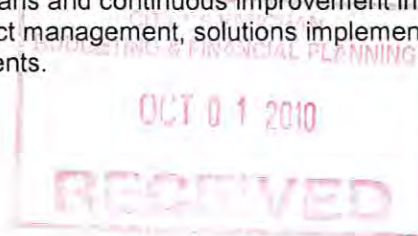
Enhance Productivity, Cost Effectiveness & Innovation – the ITM department partners with the City departments on various projects in order to enhance productivity & cost effectiveness through business process review, re-engineering and automation. The ITM department continuously researches, prototypes and introduces new and innovative technologies, methodologies and practices to enable internal City departments achieve their business objectives. Some examples include speech recognition (Synthia), business knowledge tool, integration and geographic enablement of systems, deployment of applications on the BlackBerry platform, GPS assets tracking, consolidation of voice and data networks (VoIP), systemic technology replacement program, and remote systems management.

Assets & Infrastructure – the ITM department is directly responsible for the maintenance and revitalization of City information, systems and telecommunications infrastructure, valued at \$5.5 million

Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

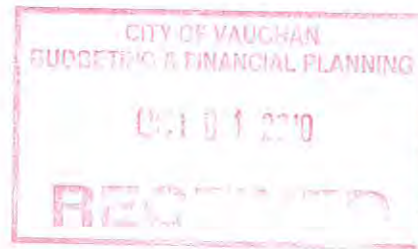
As demonstrated by various performance measurements, ITM department is under considerable staffing constraint caused by 2 factors. Firstly, as the City implements more computer-based business solutions, more of the ITM resources are allocated towards support functions for implemented business solutions. Secondly, as the City intensifies its efforts to achieve business improvements, more departments are initiating projects requiring ITM support. The result is that ITM department is under resourced and some business improvement projects are not able to proceed.

A number of business improvement opportunities exist in various departments. These opportunities are being identified through departmental business plans and continuous improvement initiatives. Leveraging the ITM expertise in business process mapping, project management, solutions implementation and support, will yield operational efficiencies in many City departments.



2011-12 Business Plan

Maintain a reliable and secure network and systems infrastructure for all City, Vaughan Public Library and Fire and Rescue Services facilities	2010	On-going Operational	Critical IT infrastructure up and running 99.999%
Renew 25% of the City's personal computer assets	2010	On-going Operational	
Renew and/or increase capacity of enterprise computing and network facilities	2010	Q4	
Renew and/or increase capacity of enterprise telephone facilities and telephony technologies	2010	Q4	
Enable greater access to business applications and information resources through mobile devices	2010	COMPLETED	CTS Mobile Rolled-out, Waste Collection Rolled Out
Launch Vaughan Online (VOL) to the public	2010	Delayed to Q2-2011	
Prepare IT infrastructure and IT solutions in the New Civic Centre for move-in	2010	Delayed to Q3-2010	Waiting on building occupancy
Implement e-Mail journaling application	2010	Delayed to Q4-2010	

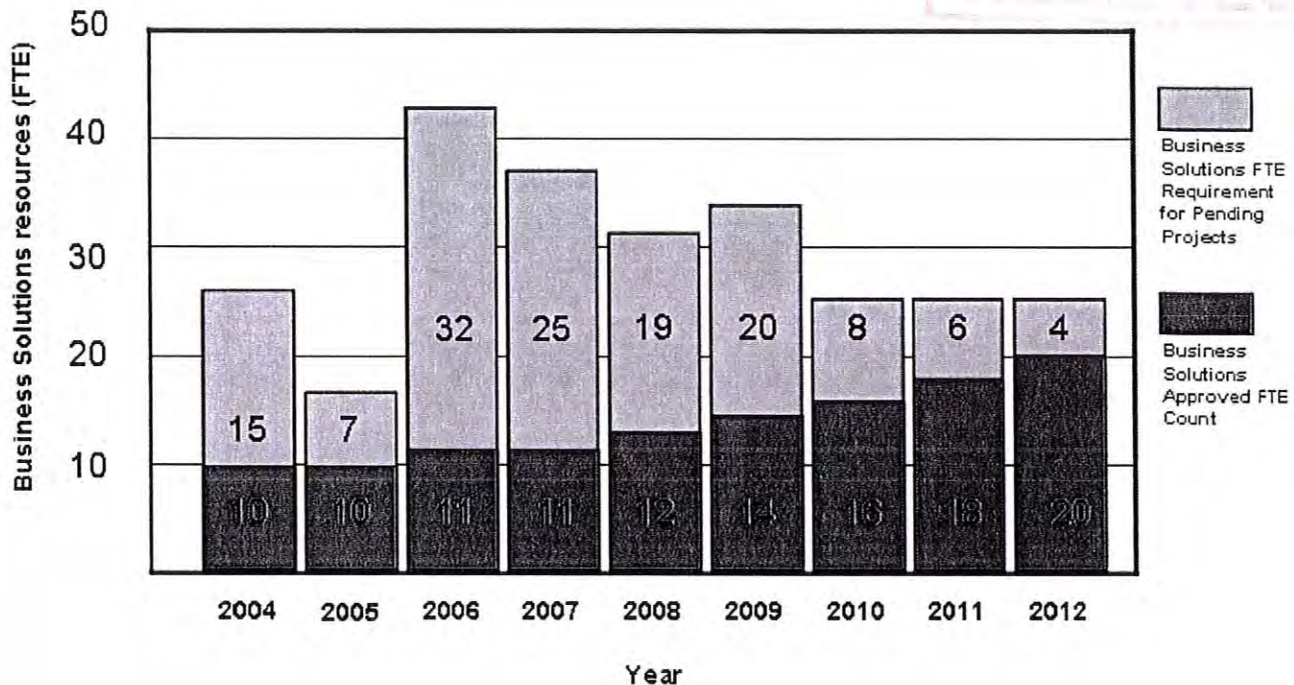
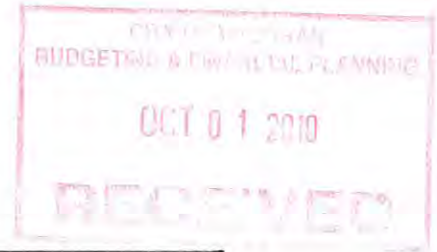


2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

Information & Technology Management

Business Solutions Resources and Capacity



BUSINESS OVERVIEW:

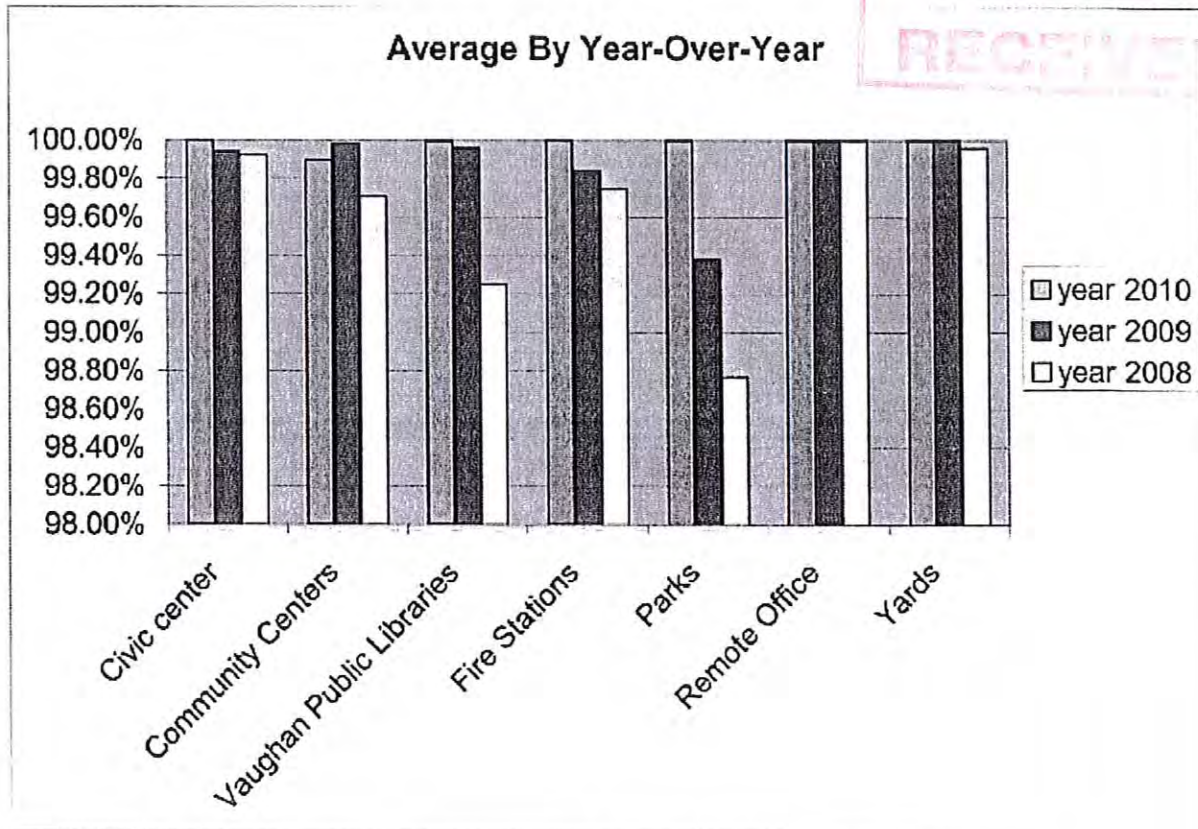
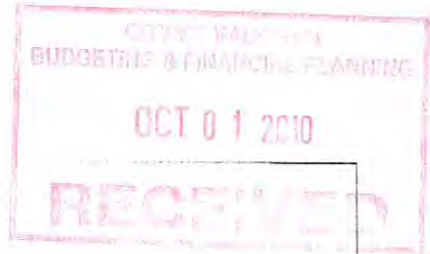
Key Conclusion: (What are some conclusions which can be drawn from the measurement trend)

- As departments undertake business improvement initiatives, demand for business solutions support is increasing (Pending Projects)
- Although the resource gap has been improving over time, ITM Business Solutions group still does not have sufficient FTE capacity to meet clients' demand for projects/resources

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

2011-12 Business Plan

Network Availability – Normal Business Hours:



Key Conclusion:

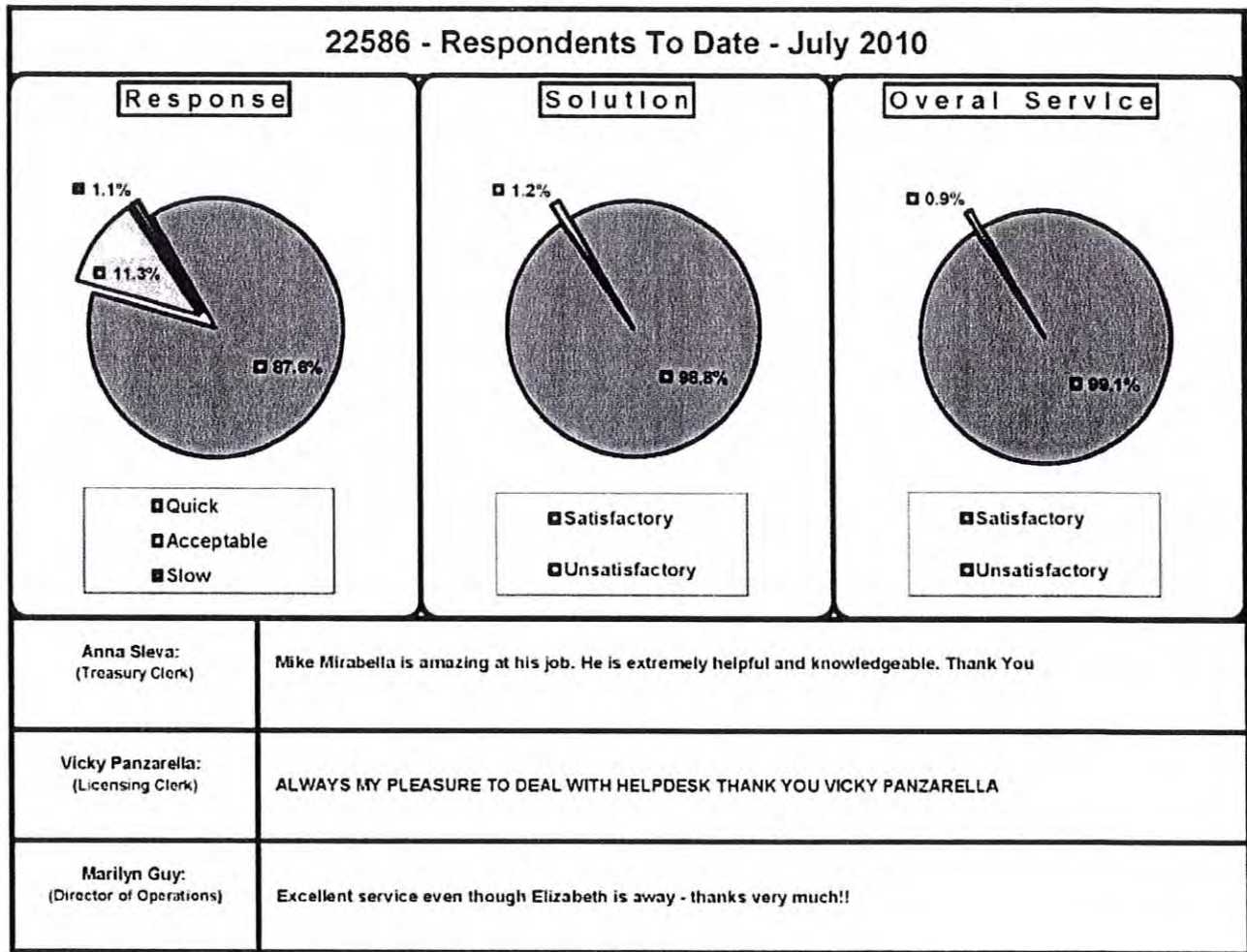
- Networked City facilities are experiencing 99.999% "up" time during normal business hours (over 12 months period)

Notes about the Measure:

This measure meets/exceeds IT industry benchmarks for mission-critical systems reliability

2011-12 Business Plan

ITM HelpDesk Service Effectiveness:

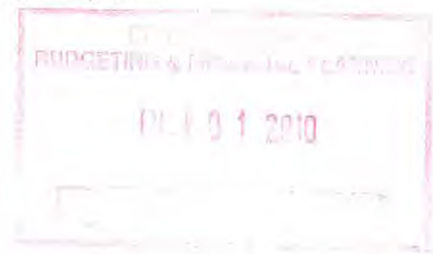


Key Conclusion:

- ITM Client Services group meets/exceeds previously established service level targets

Notes about the Measure:

n/a



2011-12 Business Plan

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

Strengths – ITM department operations are in good shape and meet established performance targets. In key operational areas of security, reliability, performance and infrastructure maintenance, the department performs at or above industry standards.

Risks – As new applications, systems, technologies and underlying infrastructure is introduced, more ITM resources are being absorbed in operational activities related to support and maintenance. This reduces the department's capacity to partner with internal stakeholders and undertake new initiatives. In addition, as various departments undertake business improvement initiatives, greater demand for ITM resources will be generated.

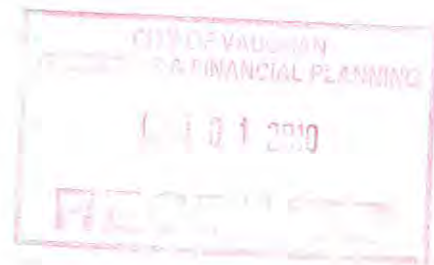
To mitigate this risk, additional ITM resources are required and are being requested to keep pace with the growing demand for new projects and initiatives as described in the VaughanVision 2020 and other corporate initiatives with ITM dependencies.



Commissioner Sign-off



Date (mm/dd/yy)





**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary

Department **Business Unit Name** (If applicable)

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	95,888	-	95,888	-	95,888
Other continuous costs	-	-	-	-	-
One-time expenses	4,000	(4,000)	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 99,888	\$ (4,000)	\$ 95,888	\$ -	\$ 95,888
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

A Security Analyst must be hired to maintain Payment Card Industry Data Security Standard (PCI-DSS) compliance. The threat of not being compliant or a potential security breach will result in the removal of our merchant numbers resulting in the inability to collect or process credit card payment for Recreation's Class and Playhouse system which generates over a million dollars in revenue per year.

Milestones or Deliverables	Timelines	Comments
Achieve PCI Compliance	Q4 - 2011	Currently an Active Project
Maintain Compliance through Quaterly Scans	On-going	
Training	On-going	

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

All departments that collect Credit Card Information including Vaughan Public Libraries

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	ITM Security Analyst
----------------------	-----------------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

A Service Excellence – Providing service excellence to citizens
 A-2 Enhance and Ensure Community Safety, Health & Wellness – ITM Security Analyst must advocate for, protect and enhance community safety and enforcement of credit card information.
 C Management Excellence – Providing excellence in the management of our city
 C-1 Demonstrate Leadership and Promote Effective Governance – ITM Security Analyst must advocate and influence policies and programs at all levels of government, promoting accountability, civic engagement and transparency.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

Directly linked to the ITM Business Plan.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

N/A

5) Alternatives

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

There are no other options. Due to the high level of risk, any other alternative will expose the corporation to very high liability and the risk of negative reputation.

Request Title	ITM Security Analyst
----------------------	-----------------------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

The threat of not being compliant or a potential security breach will result in the removal of our merchant numbers resulting in the inability to collect or process credit card payment for Recreation's Class and Playhouse system which generates over a million dollars in revenue per year.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Current status of compliance:

Comments

This position is key in ensuring compliance with IT industry regulation and standards such as PCI protection of privacy and access to information.

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Any breach will require immediate execution of the Incident Response Plan

Probability of Risk

- Low
- Medium
- High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

Poor protection of City information against malicious users/software viruses will result in public/client complaints/aggression.

Request Title	ITM Security Analyst			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	76,405	-
2	* Benefits	(See sect. 8&9)	19,483	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		95,888	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	4,000	(4,000)
2	<blank>			
3	<blank>			
Subtotal		4,000	(4,000)	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		99,888	(4,000)	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	1.00	-	
FTE's	(calculated field - sect. 8&9)	1.00	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	1.00	-	

Request Title	ITM Security Analyst
---------------	----------------------

8) 2011 Complement Details

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.

2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	ITM Security Analyst			
Estimated start date (dd-mm-yy to dd-mm-yy)	Q1 - 2011			
# 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 term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code	Account #050050.7010			
Grade level	7			
Est. starting step	1			

2011 Complement Annual Cost Detail

Annual full-time \$	76,405			76,405
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)		-	-	-
* Annual benefits (calculated field)	19,483	-	-	19,483
* FT contract benefits in lieu (calculated field)		-	-	-
Subtotal	\$ 95,888	\$ -	\$ -	\$ 95,888

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.		3,000			3,000
2) Office equip.		1,000			1,000
3) Other					-
Subtotal		4,000	-	-	4,000

Total 2011 Complement Annual Costs	\$ 99,888	\$ -	\$ -	\$ 99,888
---	------------------	-------------	-------------	------------------

Additional Comments:

Request Title	ITM Security Analyst
---------------	----------------------

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
---	-------------	-------------	-------------	-------------

Additional Comments:



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary

Department **Business Unit Name**

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	95,888	-	95,888	-	95,888
Other continuous costs	-	-	-	-	-
One-time expenses	4,000	(4,000)	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 99,888	\$ (4,000)	\$ 95,888	\$ -	\$ 95,888
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

An Enterprise Data Architect (EDA) will be responsible for the Enterprise Data Model and Steward for the "Golden Record".

Current Situation

There has been tremendous growth within the last 10 years. Because there was no EDA to map and consolidate data sources, the corporation has ended up with many datasets within silos (i.e. there are 28 different sources of municipal addresses). This complexity increases as base corporate data increases. It will become more difficult for integration, RAD and ITM to create a service catalogue (ITIL).

Desired Situation

An EDA will be able to manage corporate data effectively in the long term. In the short term, EDA will help improve day to day management of data (operations) and ensure that new data can be transitioned (projects) with proper stewardship.

Milestones or Deliverables	Timelines	Comments
Creation of a corporate data model	Q4 2011	
Integration of existing solutions	On Going	
Data stewardship and quality control	On Going	

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

This resource will service all departments.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Enterprise Data Architect
----------------------	----------------------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

A Service Excellence:

A-1 Pursue Excellence in Service Delivery – An EDA will improve data quality and make data accessible for citizens and businesses

C Management Excellence:

C-2 Enhance Productivity, Cost Effectiveness and Innovation – An EDA can architect implement integrated solutions, providing enhanced productivity and operational efficiency.

C-3 Maintain Assets and Infrastructure– An EDA will be responsible for all data relating to asset management.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

- 1) Launch Vaughan Online website to the public: Data warehousing and realtime access to data requires comprehensive documentation, understanding and stewardship of corporate data
- 2) Update and enhance GIS capabilities on the City's web site: Foundational data is a current gap in the City's ability to create citizen facing applications
- 3) Enable greater access to business applications and information resources through mobile devices: mobile forms of data as well as, data warehousing and realtime access to data requires comprehensive documentation, understanding and stewardship of corporate data

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

- The creation of a comprehensive data model
- Better accuracy and stewardship of data
- Better integration of solutions
- Less maintenance of data
- Better cross-functional processes
- Better defined policies and procedures for data
- Seeing data in new ways

5) Alternatives

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

Additional funds for outsourcing this skill set on demand are not preferred. Knowledge retention is key for an EDA to understand the "big picture"

Request Title	Enterprise Data Architect
----------------------	----------------------------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

- Risk associated with poor data quality
- Increased complexity and cost to manage data
- Poor Information Management leading to poor business decision making

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Current status of compliance:

Comments

Inability to provide accurate and timely information to public/clients as part of FOI process.

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

Lack of accurate and timely data in support of planning, engineering, FOI function leads to a lack of due diligence.

Probability of Risk

- Low
- Medium
- High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

Timely access to accurate information directly impacts service delivery in many areas o the organization.

Request Title	Enterprise Data Architect			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	76,405	-
2	* Benefits	(See sect. 8&9)	19,483	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		95,888	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	4,000	(4,000)
2	<blank>			
3	<blank>			
Subtotal		4,000	(4,000)	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		99,888	(4,000)	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	1.00	-	
FTE's	(calculated field - sect. 8&9)	1.00	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	1.00	-	

Request Title	Enterprise Data Architect
---------------	---------------------------

8) 2011 Complement Details

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.

2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	S.A./P.L. (DTA)			
Estimated start date <small>(dd-mm-yy to dd-mm-yy)</small>	Q1 - 2011			
# 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 term <small>(dd-mm-yy to dd-mm-yy)</small>				
Business unit # and object code	Account #050055.7010			
Grade level	7			
Est. starting step	1			

2011 Complement Annual Cost Detail

Annual full-time \$	76,405			76,405
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay <i>(calculated field)</i>		-	-	-
* Annual benefits <i>(calculated field)</i>	19,483		-	19,483
* FT contract benefits in lieu <i>(calculated field)</i>			-	-
Subtotal	\$ 95,888	\$ -	\$ -	\$ 95,888

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.		3,000			3,000
2) Office equip.		1,000			1,000
3) Other					-
Subtotal		4,000	-	-	4,000

Total 2011 Complement Annual Costs	\$ 99,888	\$ -	\$ -	\$ 99,888
---	------------------	-------------	-------------	------------------

Additional Comments:

Request Title	Enterprise Data Architect
---------------	---------------------------

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
---	-------------	-------------	-------------	-------------

Additional Comments:



2011-12 DRAFT OPERATING BUDGET

CORPORATE COMMUNICATIONS

- FINANCIAL SUMMARY
- BUSINESS PLAN
- ADDITIONAL RESOURCE REQUESTS
 - New PR Staff
 - New Web Content Management Staff (2012)
 - New Marketing Services Staff (moved to 2013)

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011 Inc/(Dec)	2011 Account Reallocati on	2011 Total Budget Variance	Budget 2012	2012 Inc/(Dec)	2012 Account Reallocati on	2012 Total Budget Variance
					\$	\$	\$		\$	\$	\$
126 - Corporate Communications Revenue											
3522 Trsf. fm Res. & Res. Funds	0	0	0	0	0	0	0.00%	0	0	0	0.00%
3574 Rev. from Recover. Expenses	(37,030)	0	(37,030)	0	37,030	0	-100.00%	0	0	0	0.00%
3614 General Revenue	0	0	0	0	0	0	0.00%	0	0	0	0.00%
3618 Dept. Misc. Revenues	(78,087)	(145,273)	(47,500)	0	47,500	0	-100.00%	0	0	0	0.00%
Revenue	(115,117)	(145,273)	(84,530)	0	84,530	0	-100.00%	0	0	0	0.00%
Labour Accounts											
7010 Full Time	577,233	674,763	691,055	534,779	(156,276)	0	-22.61%	562,032	27,253	0	5.10%
7015 Part Time	172,726	186,672	143,260	78,960	(64,300)	0	-44.88%	78,960	0	0	0.00%
7017 Benefits	163,142	175,834	189,747	136,369	(53,378)	0	-28.13%	146,128	9,759	0	7.16%
Labour Account Subtotal	913,101	1,037,269	1,024,062	750,108	(273,954)	0	-26.75%	787,120	37,012	0	4.93%
Non Labour Accounts											
7100 Mileage	2,667	2,488	5,460	3,960	(1,500)	0	-27.47%	3,960	0	0	0.00%
7105 Memberships/Dues/Fees	1,550	3,316	490	490	0	0	0.00%	490	0	0	0.00%
7110 Meals & Meal Allowances	1,018	883	2,200	1,700	(500)	0	-22.73%	1,700	0	0	0.00%
7115 Training & Development	688	2,819	4,890	3,110	(1,780)	0	-36.40%	3,110	0	0	0.00%
7120 Telephone Charges	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7122 Cellular Telephones	4,333	3,417	5,880	2,430	(450)	(3,000)	-58.67%	2,430	0	0	0.00%
7125 Subscriptions/Publications	2,956	3,761	5,350	5,350	0	0	0.00%	5,350	0	0	0.00%
7130 Seminars & Workshops	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7135 Advertising	98,932	48,619	119,280	119,280	0	0	0.00%	119,280	0	0	0.00%
7140 Promotion & Education	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7200 Office Supplies	7,138	6,156	6,360	4,040	(2,320)	0	-36.48%	4,040	0	0	0.00%
7203 Drafting Supplies	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7205 Computer Supplies	943	1,798	960	610	(350)	0	-36.46%	610	0	0	0.00%
7210 Office Equip. & Furniture	1,874	0	1,740	1,090	(650)	0	-37.36%	1,090	0	0	0.00%
7211 Computer Hardware/Software	16,956	16,685	15,600	11,700	(3,900)	0	-25.00%	11,700	0	0	0.00%
7220 Copier/Fax Lease Charges	4,400	3,236	8,760	8,760	0	0	0.00%	8,760	0	0	0.00%
7222 Printing	68,208	81,503	105,630	67,280	(38,350)	0	-36.31%	67,280	0	0	0.00%
7225 Postal Services	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7330 Materials and Supplies	14,825	12,686	19,650	0	(19,650)	0	-100.00%	0	0	0	0.00%
7331 Contractor & Contract. Mat.	151,794	176,111	124,230	0	(124,230)	0	-100.00%	0	0	0	0.00%
7520 Professional Fees	71,219	44,263	97,000	55,970	(43,880)	2,850	-42.30%	55,970	0	0	0.00%
7630 Wireless/Internet Commun.	1,576	1,498	3,960	6,110	(850)	3,000	54.29%	6,110	0	0	0.00%
7640 Cable TV/Satellite Service	668	762	960	960	0	0	0.00%	960	0	0	0.00%
7696 GST Adjustment 2004	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7698 Grouped Expenses	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7699 Sundry Expenses	1,965	2,266	4,500	0	(1,650)	(2,850)	-100.00%	0	0	0	0.00%
7700 Chgs. from Other Depts.	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7785 Trsf. to Reserves-Other	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7790 Trsf. to from Expend Res	0	0	0	0	0	0	0.00%	0	0	0	0.00%
Non Labour Account Subtotal	453,710	412,267	532,900	292,840	(240,060)	0	-45.05%	292,840	0	0	0.00%
Total Expense	1,366,811	1,449,536	1,556,962	1,042,948	(514,014)	0	-33.01%	1,079,960	37,012	0	3.55%
Net Total	1,251,694	1,304,263	1,472,432	1,042,948	(429,484)	0	-29.17%	1,079,960	37,012	0	3.55%

2011 Budget Variance Comments

Full Time	Decrease due to two full time staff from Events Division transferred to Community Services partially offset by economic adjustment
Part Time	Decrease due to one part time staff transferred from Events Division to Community Services
Benefits	Decrease in relation to salary change
Mileage	Decrease in relation of staff transfer from Events Division to Community Services
Meal & Meal Allowances	Decrease in relation of staff transfer from Events Division to Community Services
Training & Development	Decrease in relation of staff transfer from Events Division to Community Services
Cellular Telephones	Decrease in relation of staff transfer from Events Division to Community Services and reallocation to Wireless/Internet Commun.
Office Supplies	Decrease in relation of staff transfer from Events Division to Community Services
Computer Supplies	Decrease in relation of staff transfer from Events Division to Community Services
Office Equip. & Furniture	Decrease in relation of staff transfer from Events Division to Community Services
Computer Hardware/Software	Decrease in relation of staff transfer from Events Division to Community Services
Printing	Decrease in relation of staff transfer from Events Division to Community Services
Materials & Supplies	Decrease in relation of staff transfer from Events Division to Community Services
Contractor & Contract Mat.	Decrease in relation of staff transfer from Events Division to Community Services
Professional Fees	Decrease in relation of staff transfer from Events Division to Community Services partially offset by reallocation from Sundry Expenses
Wireless/Internet Commun.	Increase due to reallocation from Cellular Telephones partially offset by decrease in relation to transfer of staff from Events Division to Community Services
Sundry Expenses	Decrease in relation of staff transfer from Events Division to Community Services and reallocation to Professional Fees

2012 Budget Variance Comments

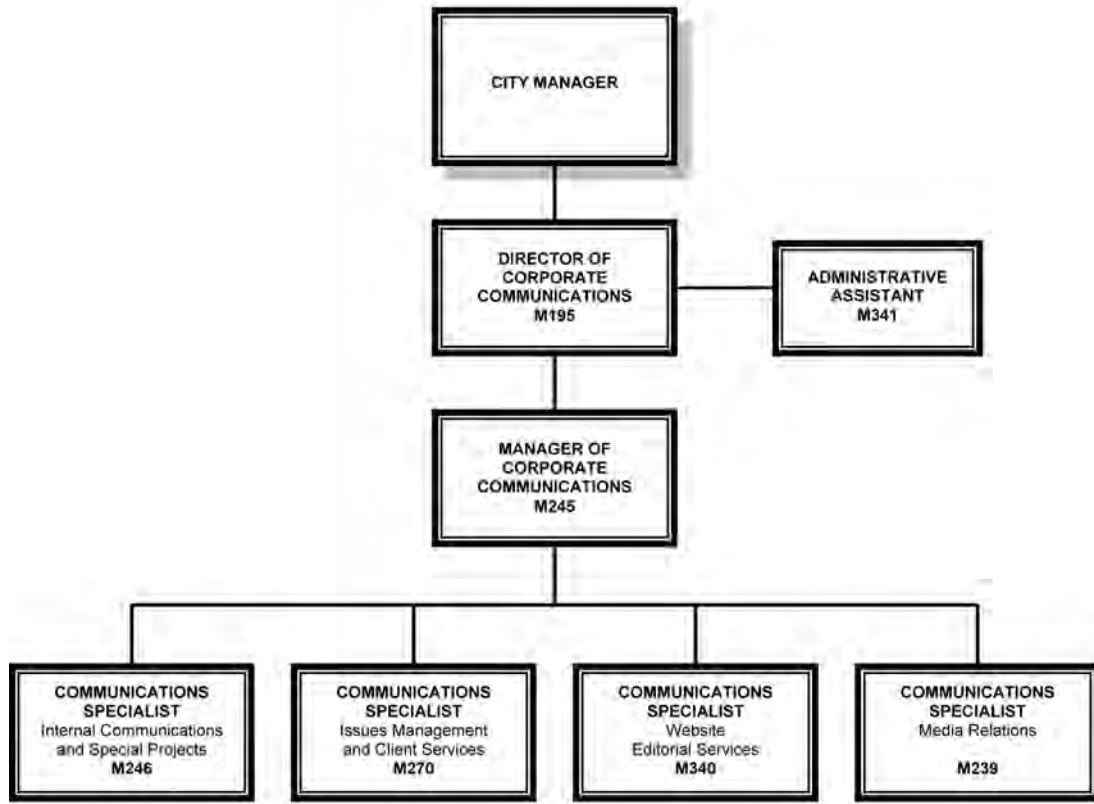
Full Time	Increase due to pro-rated progression and economic adjustment
Benefits	Increase in relation to salaries increase and increase per guidelines

BUSINESS OVERVIEW

SERVICE STATEMENT:

Corporate Communications provides professional, fully-integrated communications services that engage the community and promote a positive image of the City. The department supports Council and the Corporation by providing communications products, services and advice; manages Corporate protocols; and facilitates internal communications to increase employee engagement.

SERVICE PROFILE:



OCTOBER 2010

FULL TIME, PART TIME AND OVERTIME – BUDGETED AMOUNTS

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	8	9	9	7	1	1
Part Time	3	2	2	--		
Overtime						

KEY STAKEHOLDERS:

Communications support for Mayor and Members of Council, City Manager and Senior Management Team. External stakeholders include residents and local businesses and the media. Support project-specific communications for various City committees and City departments. Internal communications for City employees.

WORK PLAN

LINK TO VAUGHAN VISION 2020:

- Pursue Excellence in Service Delivery
- Value and Encourage a Highly Motivated Workforce
- Attract, Retain & Promote Skilled Staff
- Enhance Productivity, Cost Effectiveness and Innovation

FUTURE PRESSURES AND OPPORTUNITIES:

Although the Corporate Communications department has expanded its range of services since its establishment in 2002, there remains significant gaps in terms of expectations and service delivery. The primary concern is the lack of department resources to deliver core services. In addition, there is a complete lack of staff resources in public relations and marketing although these have been identified as required services. On a positive note, there is a better appreciation today of the value of effective communications by Council, senior management, and other departments.

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	<u>Year</u>	<u>Status</u>	<u>Outcome/Results</u>
1. Update the Communications Strategy and launch of new City of Vaughan website (Q4/09)	2009 - 2010	Ongoing	Draft of Communications Strategy completed. New website is now ITM led project called Vaughan Online
2. Develop a City Branding Strategy to enhance our image and marketing position. Includes logo development. (Q4/09)	2009	Complete	New logo artwork finalized; Standards of Use guide complete Q3 2010
3. Internal Communications Strategy: Phase One will create a working committee to complete internal communications audit. Phase Two will draft review and redesign, as appropriate, internal communications strategy. (Q4/09)	2010	Ongoing	Produce a comprehensive internal communications strategy
4. Refocusing of Event management function	2009	Complete	Event function transferred to Community Services Q3/10

<p>5. Expand/enhance the City website – and related web-based technologies such as e-blasts – as the Corporation’s primary communication tool</p>	<p>Q2/10</p>	<p>Complete</p>	<p>Launch of monthly City Update e-newsletter and use of e-blasts to support public meeting notices</p>
<p>6. Implement a services request system to effectively manage requests for communications support – help files to be posted, including staff education.</p>	<p>2009 - 2010</p>	<p>Ongoing</p>	<p>In use for some dept. functions (event listings, web postings)</p>
<p>7. Develop and implement policies, standards and procedures in support of Corporate objectives in such areas as email, VIBE postings, grammar and style guide, website content management, and use of photo library resources</p>	<p>2009 - 2010</p>	<p>Ongoing</p>	<p>Currently developing a “Communications Manual” to be completed in 2010. In addition, style guide is being addressed by Accessibility initiative; website content management is being addressed by Vaughan Online</p>
<p>8. Develop external communications initiatives to support the delivery of quality services and public information, including the enhancement of public consultation opportunities</p>	<p>Q1/11</p>	<p>Ongoing</p>	<p>Staff committee on Social Media addressing these issues. Organize focus groups</p>
<p>9. Review and update Corporate Communications protocols relating to the Corporation, and ensuring these protocols are consistent with the protocols administered by other departments, i.e. protocols for international delegations; flag protocols</p>	<p>Q1/10</p>	<p>Pending</p>	<p>To be included in a new Communications Manual now under development</p>
<p>10. Formalize the process for Council, committees, departments, and external organizations requesting event management and support services, including provisions for event budgets and staff resources</p>		<p>TBD</p>	<p>Event function transferred to Community Services</p>

<p>11. Develop a Corporate event strategy to evaluate opportunities that may result from the opening of the new City Hall, including a review of available staff resources, i.e. citizenship ceremonies; regular concert schedule; receptions for chapel activities, farmers market</p>		<p>TBD</p>	<p>Event function transferred to Community Services</p>
---	--	-------------------	---

BUSINESS PLAN OBJECTIVES:	Timeline	Outcome	Resources
2011 (TOP 3 OBJECTIVES)			
1. Implement initiatives which promote a positive image of the City, ensure branding consistency and communicate our successes.	Q2/11	Establish service resources in public relations and marketing	2 new staff complement for public relations and marketing (ARRs)
2. Provide a fully integrated suite of communication services in order to ensure citizen focused communications, including rollout of new City website and other web-based technologies and the development and administration of online surveys and a focus groups..	Q3/11	Expand interactive features on website and increase subscriber base for e-newsletters for improved public engagement and communications with citizens	On-line citizen public engagement forum supported by Strategic Planning, PR and marketing staff.
3. Strengthen the City's internal communications	Q4/11	Fully implement an Internal Communications Plan and Strategy	Corp Comm and Human Resources
2012 (TOP 2 OBJECTIVES)			
1. Collaborate with appropriate departments to develop the tools needed to enhance community engagement	Q4/12	Establish a virtual town hall	1 new staff complement for website content (ARR). Existing staff working with Strategic Planning and ITM departments
2. Expand and enhance public relations and marketing services, including community engagement, surveys, social media, etc.	Q3/12	Full effective communication of City successes	1 new staff complement for client services (ARR). Staff resources and Strategic Planning department

KEY PERFORMANCE INDICATORS:

1. # of News Releases and Media Advisories issued
2. # of Media Contacts/Inquiries
3. # of Media Clippings of published stories on Vaughan
4. # of visitors to the City Website
5. # of Website Postings

The following performance indicators have been discontinued for 2011-12 with the transfer of the events function to Community Services:

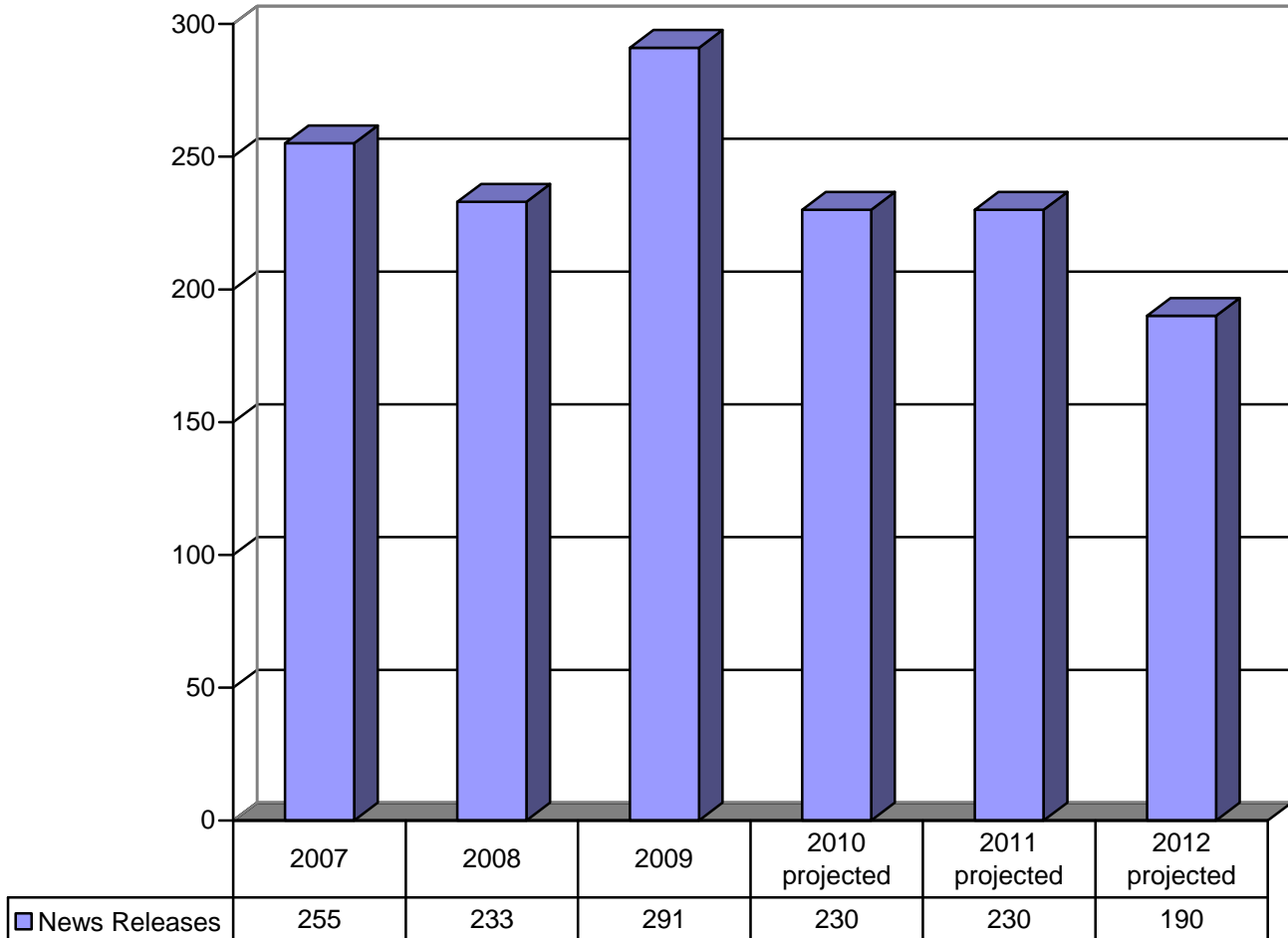
- # of Corporate Events
- Sponsorship for Corporate Events
- Sponsorship for Mayor's Gala and Mayor's Golf Tournament

TO BE CONSIDERED:

- Produce a Customer Satisfaction Rating to measure communications effectiveness, both external and internal
- Rating on strategic communications, including public relations and marketing
- Track number of media reports/coverage for each news release issued

Measure: NUMBER OF NEWS RELEASES AND MEDIA ADVISORIES ISSUED

Definition: News Releases and Media Advisories are issued to the Media List by email and News Releases are posted to the City’s website and intranet.



KEY CONCLUSION:

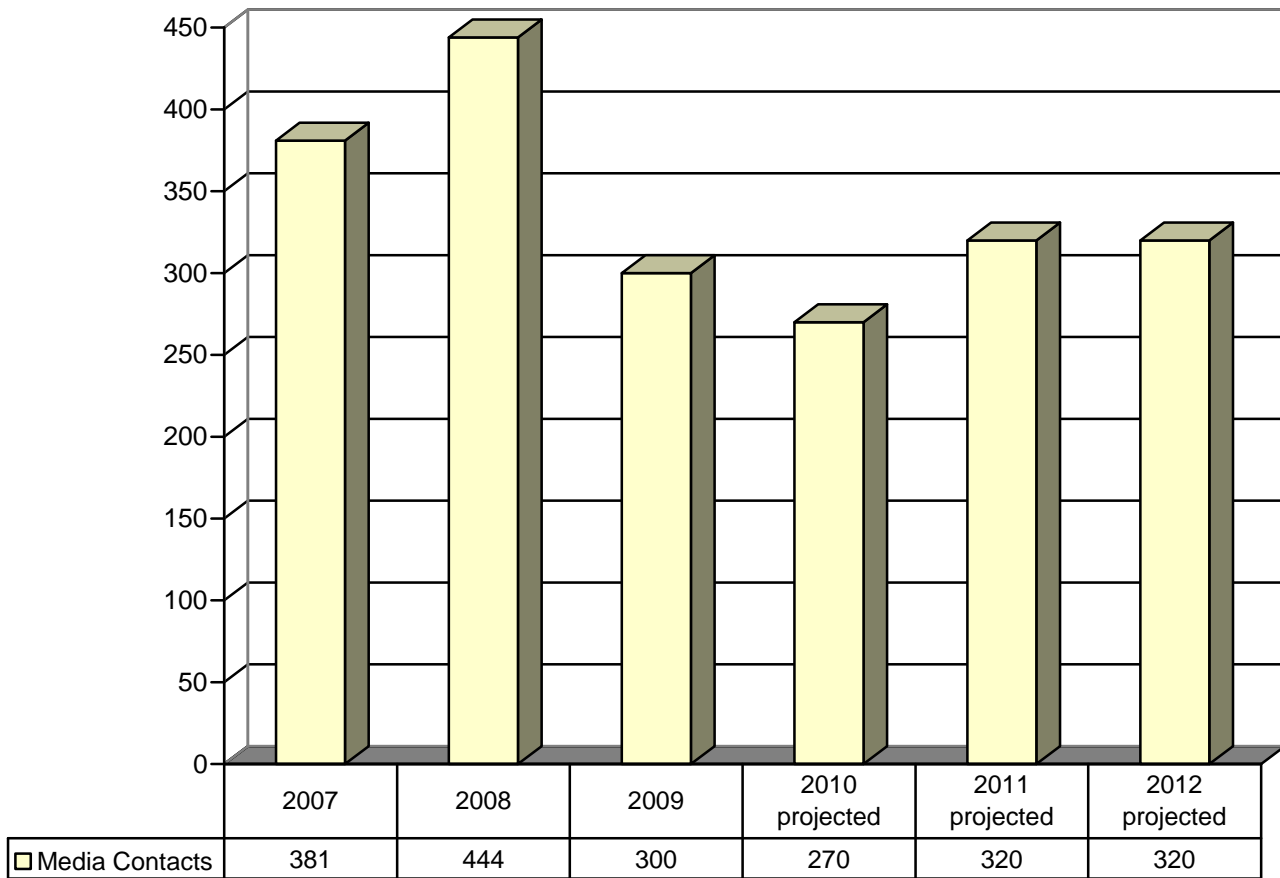
There has been a concerted effort to decrease the number of news releases and media advisories issued by the City, focusing instead on fewer topics that have high news value. However, overall commitment of staff resources remains unchanged as “news-worthy” topics require more research, backgrounders and key messages. In addition, Public Service Announcements without quotes can be used for more routine topics (i.e. new swim program).

NOTES ABOUT THE MEASURE:

The department has the staff resources to produce approximately 245 news releases and media advisories per year, including research, fact checking, writing, revisions, the approval process, distribution, and web posting. A higher requirement results in re-tasking staff, and delays in other projects.

Measure: NUMBER OF MEDIA CONTACTS/INQUIRIES

Definition: All contacts with members of the media are documented, including purpose (arrange interview, forward background information, provide photography, etc.).



KEY CONCLUSION:

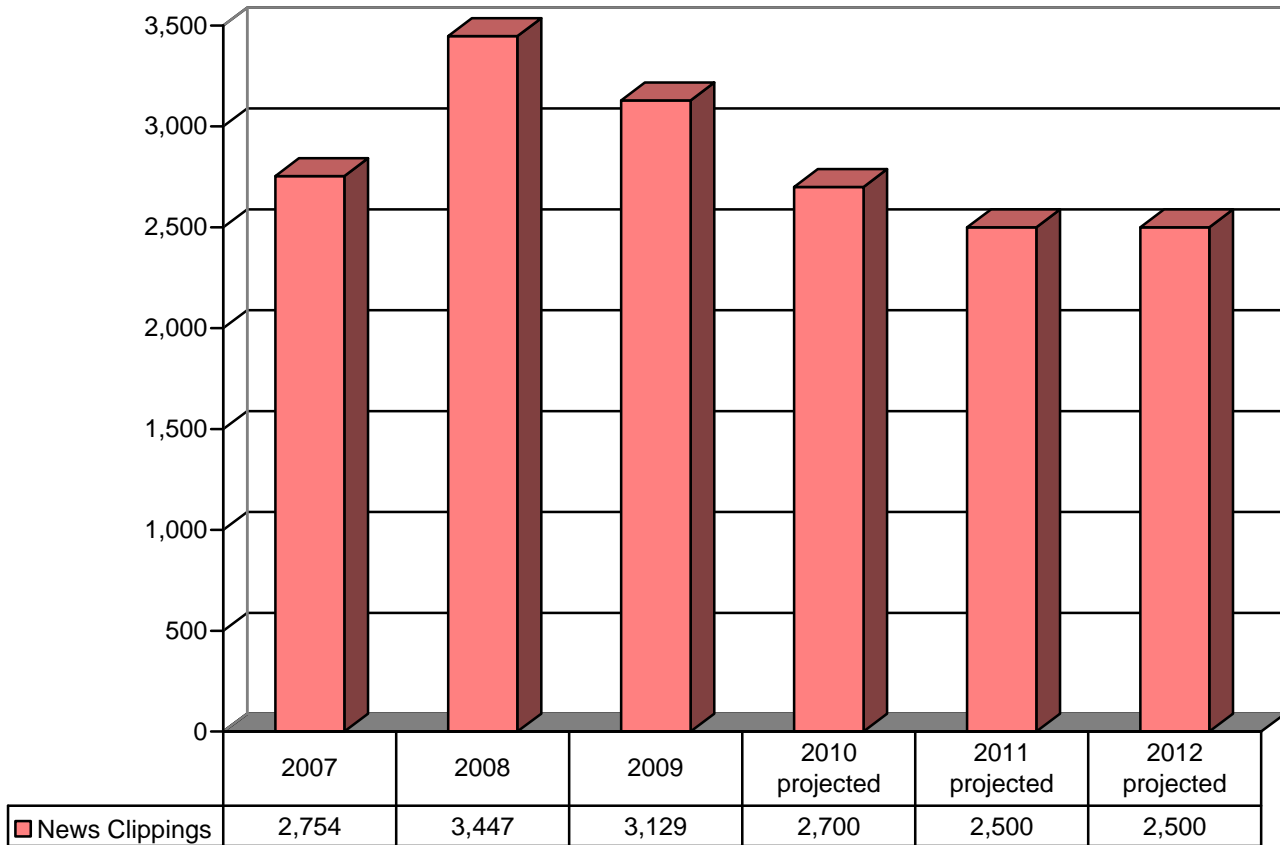
Media interest in the City of Vaughan continues to be strong. The number of media contacts is directly related to the level of political activity and the number of topics requiring Issue Management. From its peak following the 2006 election, activity has been slowly returning to pre-2006 levels. This is being balanced by an increase in the number of media outlets covering the City.

NOTES ABOUT THE MEASURE:

The average time per routine media contact is estimated at 30 minutes (excluding topics requiring Issue Management and a greater time commitment). As a priority task, up to four FTEs can be involved in media relations although routine inquiries only require one FTE.

Measure: NUMBER OF MEDIA CLIPPINGS OF PUBLISHED NEWS STORIES ON VAUGHAN

Definition: Media monitoring systems, including a contracted media clipping service, and departmental monitoring activities of the print media and news websites.



KEY CONCLUSION:

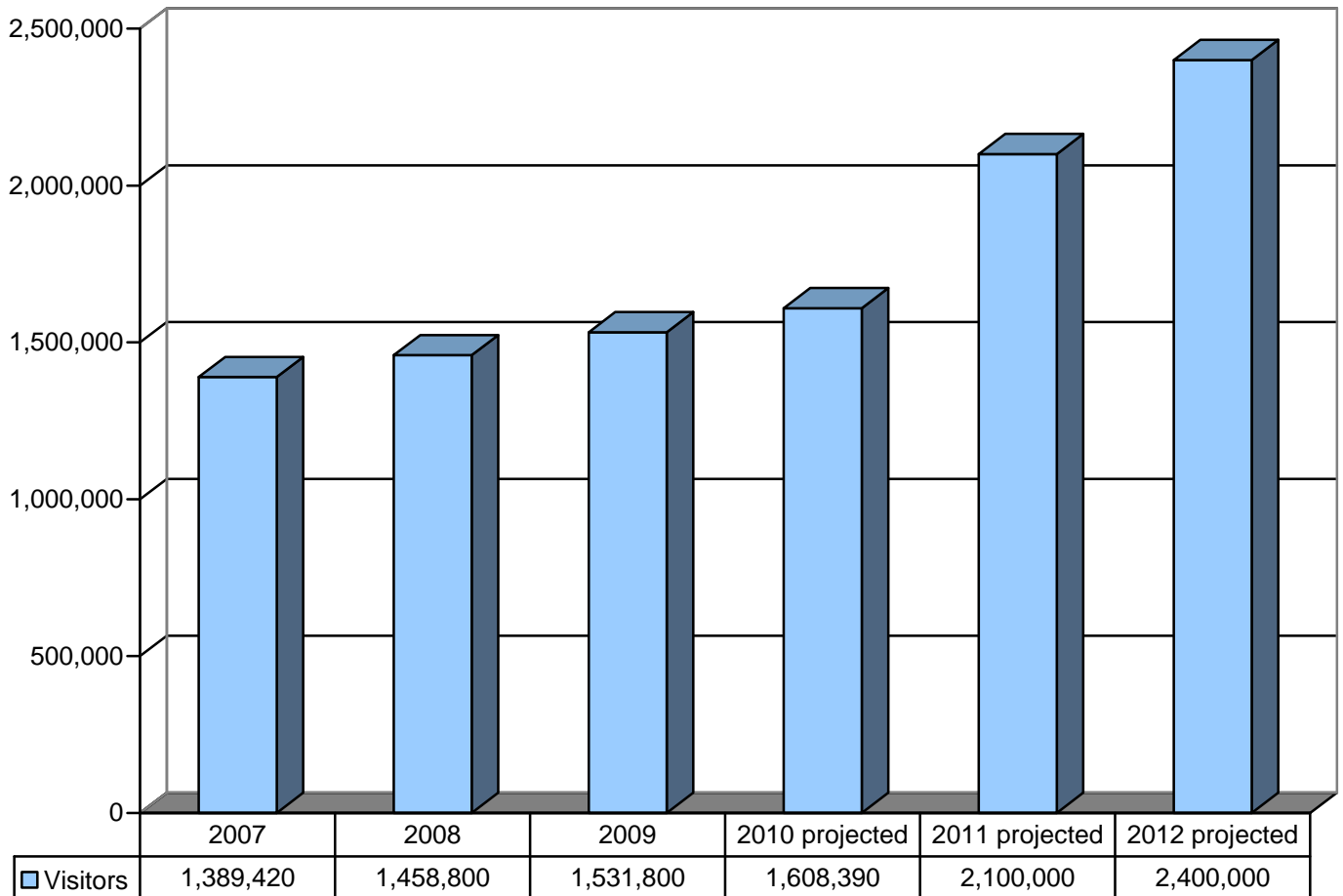
The City does receive a high level of media coverage, compared to neighbouring municipalities. In addition, there has been an increase in the number of media outlets covering the City.

NOTES ABOUT THE MEASURE:

The media monitoring systems now in place cover published stories and reports from across Canada, and there is an ongoing effort to expand monitoring of news websites and broadcast media (TV and radio).

Measure: NUMBER OF VISITORS TO THE CITY WEBSITE PER YEAR

Definition: A “visitor” to the website represents one computer link up and does not include repeat visits in the same day.



KEY CONCLUSION:

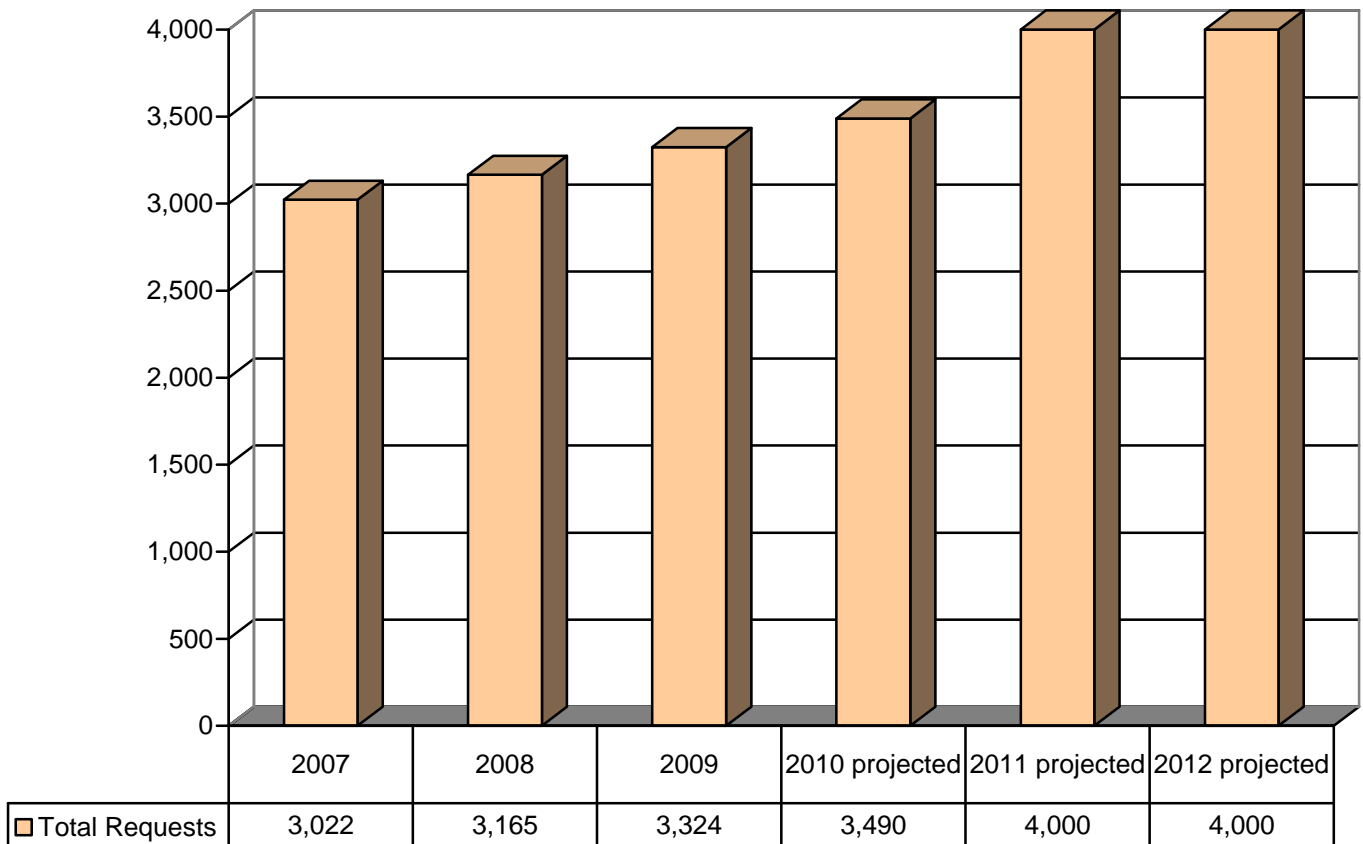
The increase in visitors is directly linked to the quality of the website, expected to increase substantially with the new design and navigation tools being introduced under the Vaughan Online program in 2011. Hiring a web editor in late 2009 has had a major impact. Efforts to achieve wider publication of the City’s website address continue.

NOTES ABOUT THE MEASURE:

“Number of visitors” is the best indicator of a website’s popularity (as opposed to the “hit count”).

Measure: NUMBER OF WEBSITE POSTINGS

Definition: A “posting” is a file or other website content that has been added to the existing website, including corrections to existing content.



KEY CONCLUSION:

The City’s website continues to grow in size with several departments now having direct access for posting departmental content. As per the Corporate Communications strategy, the website continues to be main communications vehicle for the City. However, the main objective is not to grow the site but improve the quality of the content.

NOTES ABOUT THE MEASURE:

The number of postings does not directly relate to the amount of work involved in formatting and posting materials, as the file size or amount of information is not consistent (one posting could be just correcting one sentence or adding several pages of information). This measurement may not accurately reflect the work required to update the website. In 2011 the new Vaughan Online website will be launched with all departments having posting access through a Content Management System.

OVERALL CONCLUSION:

The Department continues to face challenges in terms of deploying limited resources to cover key core functions (media relations, website content, communications for Vaughan Council, advertising, internal communications, and issue management). Despite these challenges, the department is focusing on several new areas: an expanded website; public consultation; branding; expanded issue management; policies and procedures; and enhanced internal communications.

In addition, Council and staff have identified the need to establish public relations and marketing resources, both of which require specialized staff.

Corporate Communications will be working more closely with other departments, such as Strategic Planning, to increase public engagement and continue to enhance the City's image.

Commissioner Sign-off

Date (mm/day/year)



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (if applicable)

Department **Business Unit Name**

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	79,249	-	79,249	-	79,249
Other continuous costs	-	-	-	-	-
One-time expenses	4,000	(4,000)	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 83,249	\$ (4,000)	\$ 79,249	\$ -	\$ 79,249
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

This new full-time position of Communications Specialist, Public Relations will be responsible for promoting a positive image of the City through the provision of proactive communications to the general public, business and community groups, internal staff, media, various levels of government and other targeted audiences. Opportunities to enhance public relations will be identified through research and intelligence gathering. Also this position will work on establishing an effective model for civic engagement and public consultation by conducting research and focus groups, online citizen satisfaction surveys and social media initiatives.

Corporate Communications does not have a dedicated staff resource to effectively promote a position image of the City through public relations initiatives. The required skills set is specific to the public relations profession.

Milestones or Deliverables	Timelines	Comments
Establish trend monitoring & reporting system	Q1 2011	Regular reports on external issues impacting City's image
Promote positive media coverage	Ongoing	
Enhance community engagement	Ongoing	Surveys and focus groups are a key public relations tools
Research and develop public relations strategy	Q2 2011	

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

This resource will service all departments which communicate with external stakeholders. Specifically, this resource will provide support services for the Issues Management function at the Corporate level.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	New Public Relations staff
----------------------	-----------------------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Ensure citizen-focused communication initiatives: Establish and implement a more effective model for civic engagement and enhance our public consultation strategy	4	ongoing	Q4/10	High	Mandatory	Management excellence	Demonstrate leadership and promote effective governance

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

Pursue Excellence in Service Delivery

The Corporate Communications Department is being strategically positioned to enhance the public relations and marketing functions in the City. This resource will assist the department in achieving its strategic vision to provide professional, fully integrated services that engage the community and promote a positive image of the City.

Demonstrate leadership and promote effective governance

This position will work on establishing an effective model for civic engagement and public consultation. To establish more effective governance the City will be engaged in conducting research and focus groups, online citizen satisfaction surveys and social media initiatives. This resource will work with other City departments on these initiatives.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The following are the top business plan initiatives for the department 2011 - 2012.

- 1.To implement initiatives which promote a positive image of the City, ensure branding consistency and communicate our successes.
- 2.Provide a fully integrated suite of communication services in order to ensure citizen focused communications.
- 3.Collaborate with Strategic Planning department on the development and administration of online surveys and focus groups.
- 4.Collaborate with appropriate departments to develop the tools needed to enhance community engagement.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

A staff public relations resource will enhance the City's efforts to promote a positive image by providing key tactics and activities to be used to communicate and address public image objectives. Operational efficiencies and effectiveness will be increased by supporting client departments with expertise on public relations considerations, market research, brand integrity, and best practices.

Cost savings will be realized by reducing the dependence on purchased research and public relations products as well as the use of external consultants.

5) Alternatives

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

This function can be contracted to an external public relations agency, however, there would be a considerable financial commitment and this contracted support service would only be available to the Corporation on an ad hoc basis.

Request Title	New Public Relations staff
----------------------	-----------------------------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

If this request is not approved, any requirement for public relations support at the Corporate level will need to be contracted out to an external agency. The City's Issue Management function will not have the benefit or regular public relations input.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Current status of compliance:

Comments

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address:

Comments

Please describe the type and nature of risk

Probability of Risk

Low
 Medium
 High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

Request Title	New Public Relations staff			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	63,147	-
2	* Benefits	(See sect. 8&9)	16,102	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		79,249	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	4,000	(4,000)
2	<blank>			
3	<blank>			
Subtotal		4,000	(4,000)	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		83,249	(4,000)	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	1.00	-	
FTE's	(calculated field - sect. 8&9)	1.00	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	1.00	-	

Request Title	New Public Relations staff
---------------	----------------------------

8) 2011 Complement Details

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.

2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Public Relations			
Estimated start date (dd-mm-yy to dd-mm-yy)	Q1 - 2011			
# 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 term (dd mm-yy to dd-mm-yy)				
Business unit # and object code	20002.701			
Grade level	5			
Est. starting step	1			

2011 Complement Annual Cost Detail

Annual full-time \$	63,147			63,147
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)		-	-	-
* Annual benefits (calculated field)	16,102	-	-	16,102
* FT contract benefits in lieu (calculated field)		-	-	-
Subtotal	\$ 79,249	\$ -	\$ -	\$ 79,249

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.		3,000			3,000
2) Office equip.		1,000			1,000
3) Other					-
Subtotal		4,000	-	-	4,000

Total 2011 Complement Annual Costs	\$ 83,249	\$ -	\$ -	\$ 83,249
---	------------------	-------------	-------------	------------------

Additional Comments:

Request Title	New Public Relations staff
---------------	----------------------------

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
---	-------------	-------------	-------------	-------------

Additional Comments:



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (if applicable)

Department **Business Unit Name**

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	-	83,591	83,591	-	83,591
Other continuous costs	-	-	-	-	-
One-time expenses	-	4,000	4,000	(4,000)	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ -	\$ 87,591	\$ 87,591	\$ (4,000)	\$ 83,591
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

This new full-time position of Communications Specialist, Web Content Management, will support the full deployment of the City's new website under the Vaughan Online (VOL) program.

With the launch of the Vaughan Online website in 2011, each department will be responsible for posting all web content relating to their projects and activities. In order to maintain professional content and presentation, the Content Management System will include a mandatory approval and review mechanism managed by Corporate Communications. This position will be responsible for reviewing submitted materials before public posting for general presentation, grammar, compliance with Corporate policies, etc. This position requires proficiency in writing, editing, and website layout.

Milestones or Deliverables	Timelines	Comments
Establish website content style guide	Q2 2012	Currently no standardized formats for written copy on the website
Deploy review & approve process for website content	Q1 2012	Part of the Content Management System (CMS) approach

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

Involves all departments with content posted to the City website. Under the Vaughan Online (VOL) program, each department is responsible for creating and posting departmental information to the website. All content will be reviewed by Corporate Communications before final approval to post to the City's website.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	New Web content management staff
----------------------	---

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Milestones achieved list Ensure citizen-focused communication initiatives: update the communication strategy	2	ongoing	2009-2010	High	Mandatory	Management Excellence	Demonstrate leadership and promote effective governance
Design a comprehensive e-government strategy to ensure that citizens have access to government	14	ongoing	2009-2010	low	Mandatory	Service Excellence	Pursue excellence in service delivery

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

Pursue Excellence in Service Delivery
In collaboration with the ITM Department, this position will ensure that citizens have access to timely and quality information through the City's website. The goal is to utilize the City's website as the primary communications tool to inform and engage all stakeholders.

Demonstrate leadership and promote effective governance
The recently completed communications strategy focuses on the need to utilize new technologies in communicating with citizens and other stakeholders. This position is essential in order to ensure the success and effectiveness of the City's redesigned website.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The following are the top business plan initiatives for the department 2011 - 2012.

1. Provide a fully integrated suite of communication services in order to ensure citizen focused communications, including rollout of new City website and other web-based technologies.
2. Collaborate with Strategic Planning Department on the development and administration of online surveys and focus groups.
3. Collaborate with appropriate departments to develop the tools needed to enhance community engagement.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

The Content Management System (CMS) is designed to increase the efficiency of an organization's website and the efficiency of staff responsible for maintaining the content of the website.

It is important to note that a restructured website (using CMS) is a necessary first step to establishing a virtual town hall, one of the City's key initiatives. The proper deployment of the Vaughan Online program, including e-services and eventually e-democracy features, requires maintaining the integrity of the information presented.

Request Title	New Web content management staff
5) Alternatives	
Are there alternatives or options? Please explain what they are and why they are not the primary approach.	
<p>The planned Content Management System (CMS) is designed to be used directly by departments. The only other approach would be the establishment of a website team to completely manage the website (this approach has been rejected in favour of the CMS).</p>	

Request Title	New Web content management staff
----------------------	---

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

The requirement for this position has been identified as a gap in the deployment of the new website.

If content is posted directly to the City website by departments without review by communications staff there is the potential for public complaints about the use of bad grammar, poorly written copy, confusing layouts, and difficult navigation. It is not a best practice to launch a new website with poorly presented content which hampers the accessibility of the user to the posted information.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Current status of compliance:

Comments

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

Probability of Risk Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:
Issues, Objectives, etc.

Current service level vs. target

Poorly written and presented content will limit the accessibility of residents to City information posted to the City's website.

Review and approve function identified as a gap in deployment of Vaughan Online

Request Title	New Web content management staff			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	66,342
2	* Benefits	(See sect. 8&9)	-	17,249
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		-	83,591	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	4,000
2	<blank>			(4,000)
3	<blank>			
Subtotal		-	4,000	(4,000)
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		-	87,591	(4,000)
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)		-	1.00
FTE's	(calculated field - sect. 8&9)		-	1.00
FTE reductions/offsets	(Manual Field)		-	-
Net FTE's	(calculated field - sect. 8&9)		-	1.00

Request Title	New Web content management staff
---------------	----------------------------------

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				

2011 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)		-	-	-
* Annual benefits (<i>calculated field</i>)		-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)		-	-	-
Subtotal	\$	-	\$	-

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$	-	\$	-

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2011 Complement Annual Costs	\$	-	\$	-	\$	-
---	-----------	----------	-----------	----------	-----------	----------

Additional Comments:

Request Title	New Web content management staff
---------------	----------------------------------

9) 2012 Complement Details

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.

2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Web Content			
Estimated start date	Q1 - 2012			
# 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 term (dd mm-yyyy to dd-mm-yyyy)				
Business unit #	20002.701			
Grade level	5			
Est. starting step	1			

2012 Complement Annual Cost Detail

Annual full-time \$	66,342			66,342
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	17,249	-	-	17,249
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 83,591	\$ -	\$ -	\$ 83,591

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.		3,000			3,000
2) Office equip.		1,000			1,000
3) Other					-
Subtotal		4,000	-	-	4,000

Total 2012 Complement Annual Costs	\$ 87,591	\$ -	\$ -	\$ 87,591
---	------------------	-------------	-------------	------------------

Additional Comments:



2011-12 DRAFT OPERATING BUDGET

COMMISSIONER OF
ENGINEERING & PUBLIC
WORKS

➤ FINANCIAL SUMMARY

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011		2011 Total Budget		2012		2012 Total Budget	
				Budget 2011	Inc/(Dec)	Account Reallocati on	Variance	Inc/(Dec)	Account Reallocati on	Variance	%
129 - Comm. of Engineering & PWs											
Labour Accounts											
7010 Full Time	242,233	254,379	253,804	260,502	6,698	0	6,698	10,471	0	10,471	4.02%
7012 Overtime	0	0	0	0	0	0	0	0	0	0	0.00%
7015 Part Time	0	0	0	0	0	0	0	0	0	0	0.00%
7017 Benefits	61,770	60,422	64,721	66,428	1,707	0	1,707	4,025	0	4,025	6.06%
Labour Account Subtotal	304,003	314,801	318,525	326,930	8,405	0	8,405	14,496	0	14,496	4.43%
Non Labour Accounts											
7100 Mileage	0	0	10	10	0	0	0	0	0	0	0.00%
7103 407-ETR Toll Charges	48	3	100	50	0	(50)	(50)	0	0	0	0.00%
7105 Memberships/Dues/Fees	445	1,465	550	550	0	0	0	550	0	550	0.00%
7110 Meals & Meal Allowances	141	69	900	500	0	(400)	(400)	0	0	0	0.00%
7115 Training & Development	1,606	549	1,000	1,000	0	0	0	1,000	0	1,000	0.00%
7120 Telephone Charges	0	0	0	0	0	0	0	0	0	0	0.00%
7122 Cellular Telephones	0	0	0	0	0	0	0	0	0	0	0.00%
7125 Subscriptions/Publications	0	0	200	200	0	0	0	200	0	200	0.00%
7130 Seminars & Workshops	270	146	1,800	1,800	0	0	0	1,800	0	1,800	0.00%
7135 Advertising	0	0	0	0	0	0	0	0	0	0	0.00%
7200 Office Supplies	983	343	1,000	1,000	0	0	0	1,000	0	1,000	0.00%
7205 Computer Supplies	93	0	390	390	0	0	0	390	0	390	0.00%
7210 Office Equip. & Furniture	0	0	450	1,200	0	750	750	1,200	0	1,200	0.00%
7211 Computer Hardware/Software	0	0	1,000	1,000	0	0	0	1,000	0	1,000	0.00%
7215 Mtce. & Repairs - Equip.	0	0	0	0	0	0	0	0	0	0	0.00%
7220 Copier/Fax Lease Charges	0	0	0	0	0	0	0	0	0	0	0.00%
7222 Printing	0	0	0	0	0	0	0	0	0	0	0.00%
7300 Protect. Clothing/Uniforms	0	0	0	0	0	0	0	0	0	0	0.00%
7315 Preventative Mtce. - A	2,329	1,452	780	780	0	0	0	780	0	780	0.00%
7331 Contractor & Contract. Mat.	0	0	0	0	0	0	0	0	0	0	0.00%
7415 Rental, Leases - Vehicles	7,238	10,046	9,310	8,910	(400)	0	(400)	8,910	0	8,910	0.00%
7520 Professional Fees	0	0	0	0	0	0	0	0	0	0	0.00%
7560 Gas/Diesel - Vehicles	2,005	1,971	3,425	3,425	0	0	0	3,425	0	3,425	0.00%
7630 Wireless/Internet Commun.	918	905	1,990	1,990	0	0	0	1,990	0	1,990	0.00%
7696 GST Adjustment 2004	0	0	0	0	0	0	0	0	0	0	0.00%
7699 Sundry Expenses	26	34	415	115	0	(300)	(300)	115	0	115	0.00%
7780 Trsf. to Reserves-Insurance	2,195	2,645	2,645	3,150	505	0	505	200	0	200	6.35%
Non Labour Account Subtotal	18,297	19,628	25,965	26,070	105	0	105	200	0	200	0.77%
Total Expense	322,300	334,429	344,490	353,000	8,510	0	8,510	14,696	0	14,696	4.16%
Net Total	322,300	334,429	344,490	353,000	8,510	0	8,510	14,696	0	14,696	4.16%

2011 Budget Variance Comments

Full Time	Increase due to economic adjustment
Benefits	Increase in relation to salaries increase
407-ETR Toll Charges	Reallocated to Office Equip. & Furniture
Meals & Meal Allowances	Reallocated to Office Equip. & Furniture
Office Equip. & Furniture	Reallocated from 407-ETR Toll Charges, Meals & Meal Allowances, Sundry
Rental, Leases - Vehicles	Decrease to adjust budget to actual lease charges, includes effect of HST Implementation
Sundry Expenses	Reallocated to Office Equip. & Furniture
Trans. To Reserves – Insurance	Allowable increase to fund City insurance cost

2012 Budget Variance Comments

Full Time	Increase due to economic adjustment
Benefits	Increase in relation to salaries increase and as per guidelines
Trans. To Reserves – Insurance	Allowable increase to fund City insurance cost



2011-12 DRAFT OPERATING BUDGET

DEVELOPMENT & TRANSPORTATION ENGINEERING

➤ FINANCIAL SUMMARY

➤ BUSINESS PLAN

➤ ADDITIONAL RESOURCE REQUESTS

- Municipal Services Inspector –Erosion & Sediment Control
- TTC Contract Engineering Positions (2012)
- Clerical Assistant (2012)
- TDM Coordinator (2012)
- Lot Grading Application Expediter (moved to 2013)

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011 Inc/(Dec)	2011 Account Reallocati on	2011 Total Budget Variance	Budget 2012	2012 Inc/(Dec)	2012 Account Reallocati on	2012 Total Budget Variance	%
130 - Develop&Transport Engineering Revenue												
3522 Trsf. fm Res. & Res. Funds	(3,744,719)	(4,153,327)	(4,500,000)	(4,200,000)	300,000	0	300,000	(4,300,000)	(100,000)	0	(100,000)	2.38%
3574 Rev. from Recover. Expenses	(159,047)	(216,284)	(194,745)	(204,700)	(9,955)	0	(9,955)	(204,700)	0	0	0	0.00%
3590 Advertising Revenue	0	0	0	0	0	0	0	0	0	0	0	0.00%
3605 Infill Lot Grading	(125,440)	(133,198)	(91,788)	(77,600)	14,188	0	14,188	(83,820)	(6,220)	0	(6,220)	8.02%
3618 Dept. Misc. Revenues	(7,412)	(9,286)	(7,634)	(13,006)	(5,372)	0	(5,372)	(13,006)	0	0	0	0.00%
3620 Environmental Asmt. Fees	739	0	0	0	0	0	0	0	0	0	0	0.00%
Revenue	(4,035,879)	(4,512,095)	(4,794,167)	(4,495,306)	298,861	0	192,641	(4,604,526)	(106,220)	0	(106,220)	2.36%
Labour Accounts												
7010 Full Time	2,263,474	2,406,735	2,684,046	2,752,465	68,419	0	68,419	2,899,859	147,394	0	147,394	5.35%
7012 Overtime	12,179	13,908	34,760	35,800	1,040	0	1,040	36,250	450	0	450	1.26%
7015 Part Time	77,593	120,664	94,704	102,015	7,311	0	7,311	102,015	0	0	0	0.00%
7017 Benefits	587,507	584,201	702,105	720,079	17,974	0	17,974	772,551	52,472	0	52,472	7.29%
Labour Account Subtotal	2,940,753	3,125,508	3,515,615	3,610,359	94,744	0	94,744	3,810,675	200,316	0	200,316	5.55%
Non Labour Accounts												
7100 Mileage	12,460	12,229	12,000	13,500	0	1,500	1,500	13,500	0	0	0	0.00%
7103 407-EIR Toll Charges	0	0	0	0	0	0	0	0	0	0	0	0.00%
7105 Memberships/Dues/Fees	9,518	7,251	9,960	9,960	0	0	0	9,960	0	0	0	0.00%
7110 Meals & Meal Allowances	613	597	720	720	0	0	0	720	0	0	0	0.00%
7115 Training & Development	23,657	19,377	22,000	22,000	0	0	0	22,000	0	0	0	0.00%
7120 Telephone Charges	0	0	0	0	0	0	0	0	0	0	0	0.00%
7122 Cellular Telephones	4,934	5,347	6,999	8,000	1,000	1,000	1,001	8,000	0	0	0	0.00%
7125 Subscriptions/Publications	210	413	800	800	0	0	0	800	0	0	0	0.00%
7130 Seminars & Workshops	3,661	6,759	5,000	5,000	0	0	0	5,000	0	0	0	0.00%
7135 Advertising	0	0	0	0	0	0	0	0	0	0	0	0.00%
7200 Office Supplies	4,574	3,749	4,880	5,880	0	1,000	1,000	5,880	0	0	0	0.00%
7205 Computer Supplies	3,283	2,099	3,000	3,000	0	0	0	3,000	0	0	0	0.00%
7210 Office Equip. & Furniture	0	0	0	0	0	0	0	0	0	0	0	0.00%
7211 Computer Hardware/Software	9,510	8,002	4,200	4,200	0	0	0	4,210	10	0	10	0.24%
7215 Mtce. & Repairs - Equip.	0	0	0	0	0	0	0	0	0	0	0	0.00%
7220 Copier/Fax Lease Charges	16,451	18,413	16,008	16,008	0	0	0	16,008	0	0	0	0.00%
7222 Printing	695	291	1,000	1,000	0	0	0	1,000	0	0	0	0.00%
7300 Protect. Clothing/Uniforms	1,724	1,323	2,000	2,000	0	0	0	2,000	0	0	0	0.00%
7315 Preventative Mtce. A	1,460	998	1,500	1,500	0	0	0	1,500	0	0	0	0.00%
7331 Contractor & Contract. Mat.	77,197	67,728	50,000	50,000	0	0	0	50,000	0	0	0	0.00%
7335 Small Tools and Equipment	0	0	0	0	0	0	0	0	0	0	0	0.00%
7340 Machine Time	10,000	0	10,000	10,000	0	0	0	10,000	0	0	0	0.00%
7365 Safety Equipment	0	0	0	0	0	0	0	0	0	0	0	0.00%
7410 Rental, Leases - Equipment	0	0	0	0	0	0	0	0	0	0	0	0.00%
7520 Professional Fees	2,114	3,190	16,750	13,250	0	(3,500)	(3,500)	13,250	0	0	0	0.00%
7521 Environmental Asmt. Reviews	(380)	0	0	0	0	0	0	0	0	0	0	0.00%
7630 Wireless/Internet Commun.	0	0	0	0	0	0	0	0	0	0	0	0.00%
7696 GST Adjustment 2004	0	0	0	0	0	0	0	0	0	0	0	0.00%
7698 Grouped Expenses	0	0	0	0	0	0	0	0	0	0	0	0.00%
7699 Sundry Expenses	3,006	1,830	1,920	1,920	0	0	0	1,920	0	0	0	0.00%
7700 Chgs. from Other Depts.	0	0	0	0	0	0	0	0	0	0	0	0.00%
7790 Trsf. to .from Expend Res	33,850	15,804	0	0	0	0	0	0	0	0	0	0.00%
Non Labour Account Subtotal	218,537	175,400	168,737	168,738	1	0	1	168,748	10	0	10	0.01%
Total Expense	3,159,290	3,300,908	3,684,352	3,779,097	94,745	0	94,745	3,979,423	200,326	0	200,326	5.30%

2011 Budget Variance Comments

Full Time	Increase due to pro-rated progression and economic adjustment
Overtime	Increase due to union agreement rate changes
Part Time	Increase due to pro-rated progression and economic adjustment
Benefits	Increase in relation to salaries increase
Mileage	Reallocation from Professional Fees
Cellular Telephones	Reallocation from Professional Fees
Office Supplies	Reallocation from Professional Fees
Professional Fees	Reallocation to Mileage, Cellular Telephones, Office Supplies

2012 Budget Variance Comments

Full Time	Increase due to pro-rated progression and economic adjustment
Overtime	Increase due to union agreement rate changes
Part Time	Increase due to pro-rated progression and economic adjustment
Benefits	Increase as per guidelines

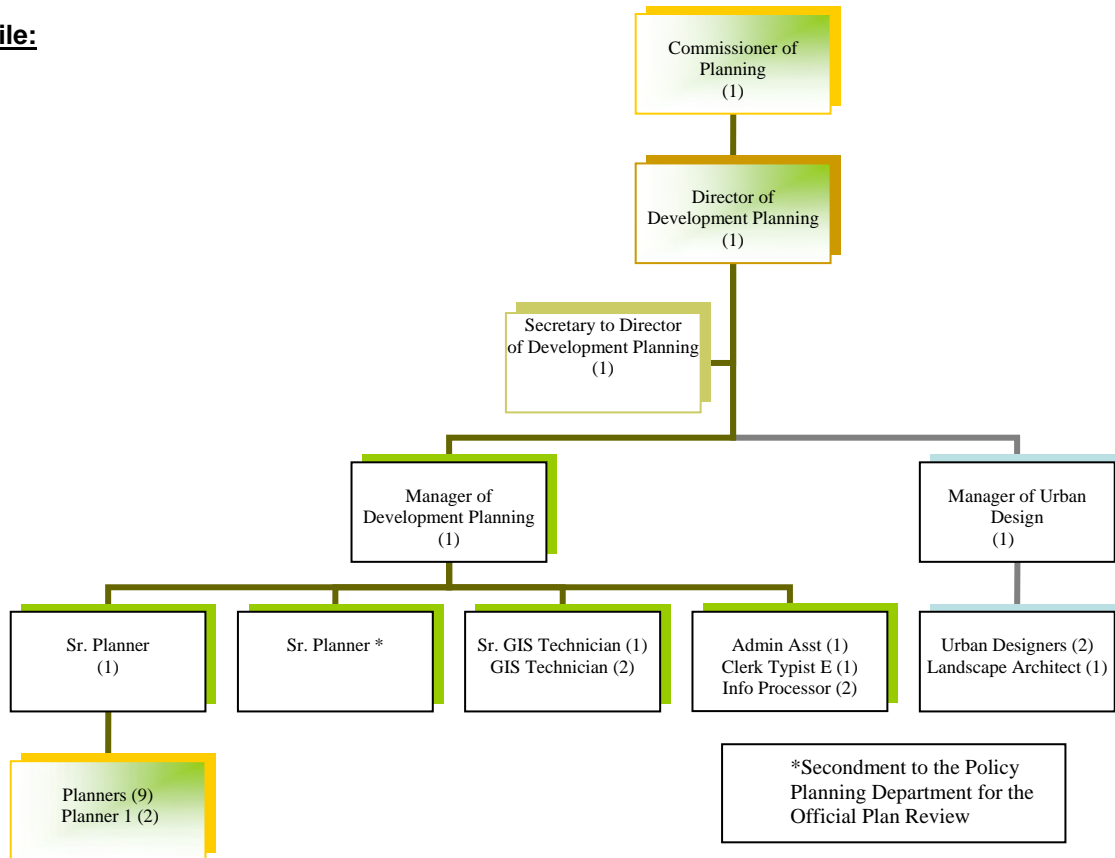
2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement:

The Development Planning Department manages the growth and physical form of the City through the comprehensive analysis and review of development applications including Official Plan, Zoning, Subdivision, Condominium, Part Lot Control and Site Plans from a land use social, environmental, transportation, economic, planning and urban design perspective. This is accomplished through the implementation of Provincial, Regional and Corporate planning policies in keeping with land use, social, aesthetic, environmental, urban design and corporate objectives. Through this process the broader public, City and property owner's interests and objectives are balanced in the context of proper land use planning principles in order to achieve the physical, economic and social efficiency, health, diversity and sustainable and complete urban and rural communities. The Development Planning Department also provides a significant public service function with respect to facilitating public input into the planning process and providing information to the public via counter inquiries, telephone, written correspondence, and email about planning matters in the City. The Development Planning Department is responsible for implementing corporate policies and initiatives such as Vaughan Vision 2020, Environmental Master Plan, and Green Direction Vaughan.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	28	26	27	27	0	0
Part Time	2	2	0	0	0	**6
Overtime (\$)	36,270	39,291	35,367	35,367	0	0

**to facilitate a 3 year City-wide Zoning By-law Review Process to implement the new Official Plan as required by the Provincial Planning Act.

2011-12 Business Plan

Key Stakeholders:

<ul style="list-style-type: none"> • Public • Council • City Departments • External Public Agencies (e.g. TRCA, Metrolinx) • Development Community, Business Community 	<ul style="list-style-type: none"> • Ratepayer Groups • Other Levels of Government including (York Region and Province of Ontario) • Partner Municipalities and Special Interest Groups
---	--

Work Plan:

Link to Vaughan Vision 2020:

1. Pursue Excellence in Service Delivery
2. Lead and Promote Environmental Sustainability
3. Plan and Manage Growth and Economic Vitality

Future Pressures and Opportunities:

The main future pressure that challenges this Department is the complexity of the development applications specifically resulting from the Provincial Growth Plan which mandates the City to intensify and accommodate growth within its existing urban boundary. As a result, development applications proposing intensification in or near existing communities are substantially more complex and require more staff time and resources to manage through the development review process, including meetings with the public and Councillors and responding to numerous counter, telephone and email inquiries on these complex applications. The technical issues associated with the development (i.e. density, traffic, design, servicing etc.) and also the public sensitivity to these applications are due to their proximity to existing generally low density forms of development. These applications have recently resulted in appeals to the Ontario Municipal Board placing considerable stress on the Department's resources during the Hearing and the preparation time required leading up to the Hearing. These OMB Hearings place time demands on other Development Planning staff's time required to cover the responsibilities of the Planner attending the Hearing. The new City-wide Official Plan, which was adopted by Vaughan Council on September 7, 2010, includes significant intensification within Vaughan's built urban boundary to achieve the Province's growth targets, which will likely trigger appeals to the Ontario Municipal Board, and place considerable constraints on staff's workload.

A second pressure facing the Department is sustaining revenue levels collected from development applications given the slow down in the economy, which impacts on the development activity in the City and therefore, the number of planning applications received by the Department. Planning application revenues are cyclical being exceptionally strong and significantly exceeding average levels during upturns in the economy while sometimes dipping below the average during economic slowdowns. It is important to recognize the cyclical nature of development in the context of the business plan and performance measures of the Development Planning Department. However, in 2010 revenues from planning applications and the number of development applications have increased from 2009, and is expected to continue trending upwards in 2011 and 2012 as the City's new Official Plan is adopted and landowners take advantage of the new land use policies and pending infrastructure to the City (i.e. subway in 2015).

As noted earlier, Council has adopted the City's new Official Plan in September 2010, with Regional approval expected sometime in 2011. Upon approval of the Official Plan, the Planning Act requires that the City adopt a Zoning By-law to implement the Official Plan. The Zoning By-law must be approved within 3 years of the approval of the Official Plan. The new Official Plan is a key element of the City's Growth Management Strategy, and directly impacts other corporate policies and initiatives such as Vaughan Vision 2020 and the Environmental Master Plan. The last time that the City's Zoning By-law was reviewed on a comprehensive basis was in the 1980's resulting in By-law 1-88. The current zoning by-law does not contain the progressive zoning provisions required to implement the intended forms of development anticipated under the new Official Plan. For example, By-law 1-88 does not include any zoning provisions to implement mixed-use development that is required to facilitate such anticipated development in the Vaughan Metropolitan Centre.

2011-12 Business Plan

The preparation of a new City-wide Zoning By-law is a significant undertaking that will likely require 2 to 3 full years to complete and additional staff complement. The Development Planning Department expects that 6 additional full time staff complement consisting of an interdisciplinary team from Development Planning, Policy Planning, Building Standards and ITM Departments will be required to undertake this review. Since it is expected that the Official Plan will be approved by the Region in 2011, the budget details respecting the Zoning Review will be addressed in the 2012 budget deliberations.

An opportunity for the Department lies in the upgrading of the electronic document management system through the Development Tracking Application (DTA) software. The DTA provides the opportunity to achieve departmental efficiencies through the electronic circulation of development applications, commenting, data retrieval and data management. In the 4th quarter of 2009, the department upgraded the DTA from Version 7 to 11 which incorporates many enhanced capabilities to streamline the planning application administrative processes, including facilitating the electronic circulation of development applications. Further system enhancements will be completed by the supplier during the annual maintenance upgrade. Upgrades to the DTA require significant staff input and meetings with the supplier to ensure the software responds to Departmental needs and is user friendly. Through the 2010 budget deliberations, a request by the ITM Department for a City-wide DTA Coordinator was not approved by Council, and instead, \$25,000 was allocated to the Development Planning Department to facilitate upgrades to the DTA with the vendor (i.e. Munirom). At a cost of \$1000/day, only minor improvements can be undertaken to the DTA by Munirom. Larger items such as full-scale implementation of internal and external electronic circulation of development applications, custom templates for reports, and on-going maintenance of the DTA system across the corporation, requires a full-time City-wide DTA Co-ordinator. A similar request for a DTA Coordinator (ITM Additional Resource Request for a Systems Analyst/Project Leader (DTA)) through the 2011 budget process will be made by the ITM Department in order to enhance productivity by integrating templates to generate custom reports and to implement full-scale electronic circulation of development applications (a 2008 Council resolution was passed to implement this initiative) for DTA users across the Corporation and interaction with external public agencies.

Further opportunities lie in the Department's commitment to train and develop staff to compliment their skills particularly as they relate to the land use, design, and other planning issues associated with the review of development applications proposing intensification and infill. The senior management staff promotes training and development to all staff in order to improve their skills and promote staff development.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. To enhance the functionality of the Development Tracking Applications (DTA) system in order to improve staff efficiency and service delivery standards.	2010	Completed	The installation of DTA Version 11.0 has been completed. This major upgrade from Version 7.0 to Version 11.0 will provide opportunities to utilize enhanced features including facilitating the electronic circulation of development applications that is more efficient for end-users when undertaking their daily business.

2011-12 Business Plan

			<p>The implementation of this enhancement will allow the Corporation to keep pace with other major urban municipalities in the GTA. Further system enhancements will be completed during the annual maintenance upgrade by the supplier, Munirom; however, for major upgrades and enhancements, it will be beneficial for the Corporation to hire a full-time DTA Coordinator to manage the DTA System across all City Departments on a daily basis as proposed by the ITM Department as a 2011 Additional Resource Request, which will provide a more cost-effective and efficient means of service delivery including full implementation of electronic circulation of development applications (ie. Council direction to implement as resolved in January 2008 for the Site Plan Process Review).</p>
<p>2. To undertake a one year review of the Site Development Application review process which was streamlined in 2008 to monitor and assess the effectiveness and efficiency of the changes implemented and seek to improve the review process as may be required. To manage and coordinate the review of development applications, and growth management initiatives with City and partner stakeholders (i.e. Province, Region, Toronto and Region Conservation Authority, Development Industry, etc.)</p>	<p>2010</p>	<p>Not initiated due to staff participation in Official Plan Review. Completion 4th quarter 2011</p>	<p>The Development Planning Department, in consultation with other City Departments, external public agencies and stakeholders including the development industry will undertake a follow-up review of the Site Plan approval process implemented in 2008 to assess the efficiency of the new process, identify processes that are working well, and any areas to achieve</p>

2011-12 Business Plan

			additional efficiencies.
3. To effectively facilitate planning approvals for the subway expansion project into the City of Vaughan.	2010	Ongoing to 2011	The Development Planning Department commenced the preliminary review of Site Development Applications for the subway transit stations during the 2 nd quarter of 2010 and will continue throughout the year and into 2011. One staff member has been assigned to effectively co-ordinate this high priority project through the approvals process in order to deliver this significant infrastructure investment in the City.
4. To monitor the success of the new (June 2009) Planning fees by-law as it relates to development applications.	2010	Ongoing	The C.N. Watson Planning Application Fee Study Review is complete and on June 30, 2009, Council adopted a new Planning Application Tariff of Fees By-law (170-2009). The Department is monitoring the Planning Fees on an ongoing basis, and will propose any changes to Council, if necessary.
5. To successfully and efficiently manage and coordinate the review of development applications, and growth management initiatives with City and partner stakeholders (i.e. Province, Region, Ratepayer Associations, Residents, property owners, Toronto and Region Conservation Authority, Development Industry, etc.)	2010	Ongoing	Good planning results in complete communities within the City of Vaughan, contributing to the City's attractiveness as a place to live, work and recreate. Good planning will also result in socially responsible

2011-12 Business Plan

			and more cost-effective development patterns which will impact on the City's ability to service future residents and maintain infrastructure (hard and soft) in the future.
6. To balance growth and environmental protection and encourage a sustainable and complete community to ensure the City remains and is enhanced as an attractive place to live, work and recreate through the implementation of corporate policies such as the Vaughan Vision 2020, Environmental Master Plan and Green Directions Vaughan.	2011	Ongoing	The Development Planning Department in the review of development applications directly implements these corporate policies and initiatives in order to implement sustainable site and building design features, resulting in development that contributes to the development of a sustainable community, that is more environmentally responsible and energy efficient.

2011-12 Business Plan Objectives:

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. To undertake the City of Vaughan Urban Design Awards (last done in Fall 2008).	Fall 2011	To recognize development projects that have been built and embody the best in urban design and environmental initiatives	2011 Additional Resource Request for budget funding of Urban Design Awards which will be undertaken by the Development Planning Department.
2. To undertake a two year review of the Site Development Application review process which was streamlined in 2008 to monitor and assess the effectiveness and efficiency of the changes implemented and seek to improve the review process as may be required. To manage and coordinate the review of development applications, and growth management initiatives with City and partner stakeholders (i.e. Province,	2011	To facilitate improvements to the Site Plan Process where required.	To be implemented utilizing existing resources.

2011-12 Business Plan

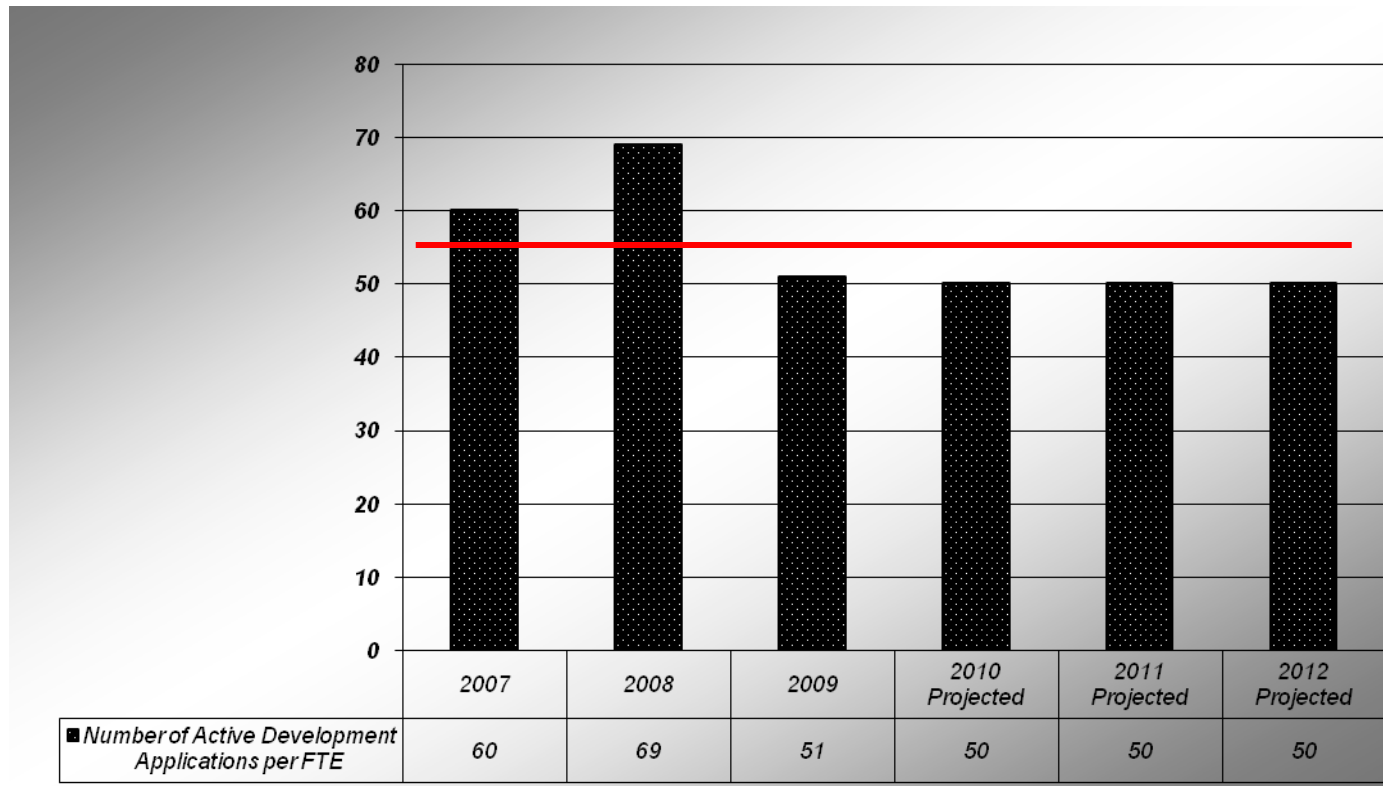
Region, Toronto and Region Conservation Authority, Development Industry, etc.)			
3. To prepare an in-house City-wide Urban Design Manual including sustainability and design guidelines to implement the policies in the City's new Official Plan.	2011-2012	A consistent urban design document and sustainability and design guidelines applicable across the municipality.	To be implemented utilizing existing resources.
2012 (Top 3 Objectives)			
1. Initiate a comprehensive city-wide review of By-law 1-88 to implement the new Official Plan.	2012-2015	Completion of the Zoning By-law review will facilitate the implementation of the City's Official Plan which is a key component of the City's Growth Management Strategy.	6 additional FTE complements consisting of an interdisciplinary team from Development Planning, Policy Planning, Building Standards and ITM Departments will be required to undertake this 3 year in-house project.
2. To initiate a Design Review Panel consisting of Professional Planners, Architects, Landscape Architects and Urban Designers, to evaluate and provide comments to staff on Site Plan applications in the Vaughan Metropolitan Centre, high density projects, and other significant developments within the City.	2012	To provide well designed sites and buildings utilizing expert professional advice for significant developments in Vaughan.	To be implemented using existing resources.
3. To undertake a two year review of the Public Notification of Planning Applications process, which was implemented in mid-2009 to improve the various notification processes to the public for development applications.	2012	To facilitate improvements to the Public Notification of Planning Applications Process where required.	To be implemented utilizing existing resources.

2011-12 Business Plan

Key Performance Indicators:

Total Number of Active Files In Process Per FTE

Definition: Development applications often take more than one calendar year to process and as a result, there are a number of active development applications that were received prior to 2010 that are still being processed by the Department. The Development Planning Department total number of Development Applications currently being managed by the Department is 500. The Department has 9 FTE Planners and 1 FTE Planner 1 responsible for the development application workload.



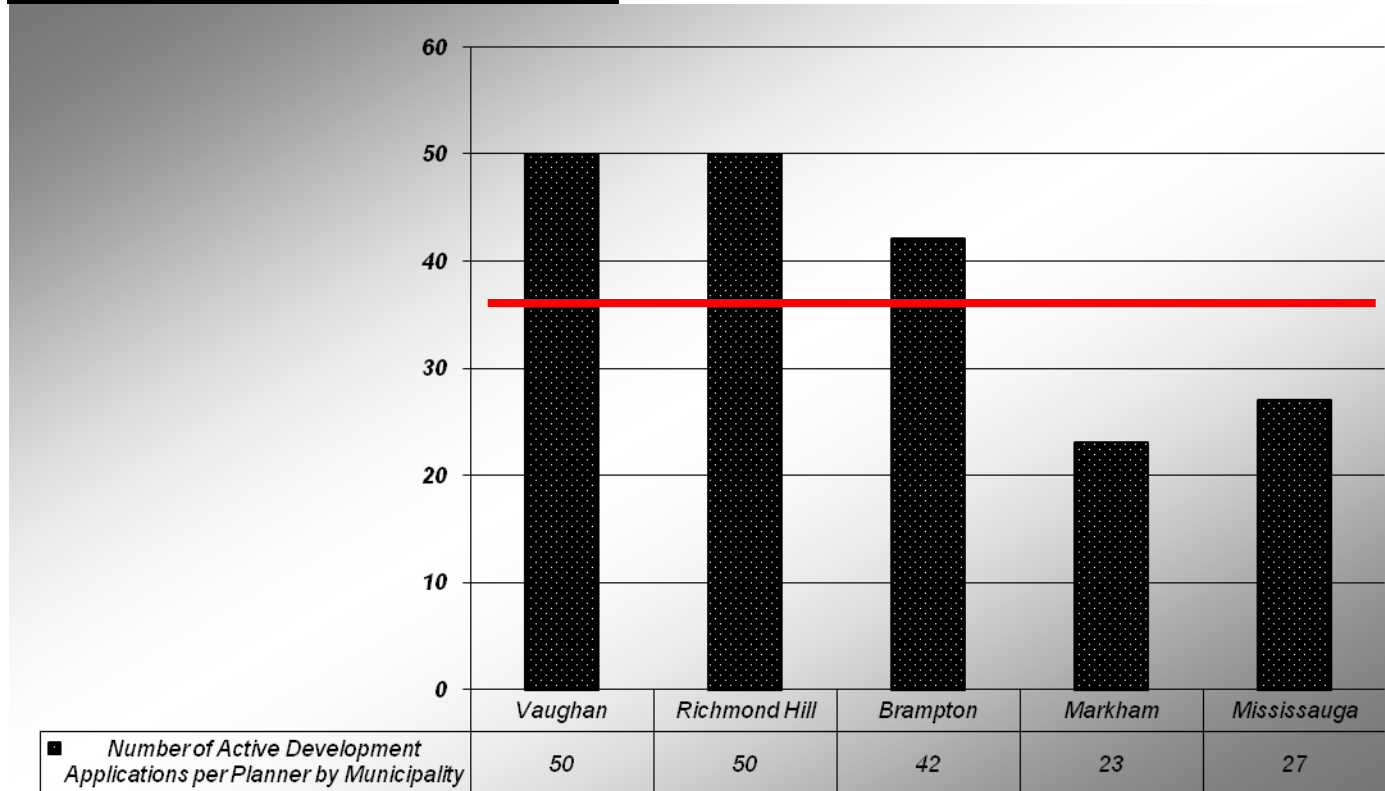
Year	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Total Number of Active Files	599	685	511	500	500	500

Key Conclusions: The Department is managing a significant volume of Development Planning Applications. Development files can take several months (sometimes years) to process due to issues such as servicing availability, OMB Hearings, clearing of subdivision conditions, resolution of a number of complex urban issues including related to infill development, etc. As a result, the Development Planning Department is managing an average of 50 files for each FTE.

In the 2008 Watson & Associates Planning fee report, it was noted that other GTA municipalities are generally operating at 65% capacity. To confirm, the Development Planning Department contacted neighbouring GTA municipalities to compare Vaughan's "Number of Development Planners" and "File Load Per Planner" versus Markham, Richmond Hill, Brampton and Mississauga, as follows:

2011-12 Business Plan

Comparison of Workload by Municipality



■ Number of Active Development Applications per Planner by Municipality

Municipality	Vaughan	Richmond Hill	Brampton	Markham	Mississauga
Number of Development Planners per Municipality	10	8	11	13	18

The above-noted statistics confirms that Vaughan's Development Planners are carrying a heavy file load than other comparable GTA municipalities. The chart also demonstrates that as municipalities become more urban (ie. Markham, Mississauga) the nature of development applications become more complex, and therefore, the number of files that each FTE Planner can manage is reduced. For example, in Markham, the number of Planners increased from last year from 8 to 13, and correspondingly, their file load per Planner decreased from 40 to 23.

Notes About the Measure: In 2006/2007, Watson & Associates Economists Ltd. in association with Performance Concepts Consulting Inc. were retained by Vaughan to update the City's Planning Development Applications Approval Process (DAAP) fees, to assess the levels of cost recovery, and to provide recommendations on Planning fee structure design. A highlight of significance is worthy of note:

"At average historic application levels capacity utilization results for the City's development planners (those whose jobs are focused primarily on application processing) are utilized at 90%-95% of total available capacity for these positions. This level of utilization is higher than levels witnessed in other GTA municipalities, but not inconsistent with other large GTA centre's. The consulting team is of the view that the City's historic volumes have been processed by a comparatively lean pool of planning professionals and that high utilization may indicate a longer term sustainability challenge to the City if current application volume trends continue."

2011-12 Business Plan

There was an increase in the total number of development applications processed in 2010, including applications with increased complexity and political sensitivity as Vaughan transforms from a suburban municipality to a more dense urban form. In addition, through the development review process, the Development Planning Department is committed to implementing new sustainable development and environmental initiatives directed by senior levels of government (i.e. New Region of York Official Plan) and City initiatives including the Environmental Master Plan and Green Directions Vaughan. These applications include high density residential and infill projects near existing communities (i.e. Liberty Developments, Skyline Marina, Cicchino Holdings Ltd., etc.) which require considerable staff time and resources from the Development Planning Department to manage this transformation and involves the co-ordination of several City Departments, Council members, consultants, external public agencies and other levels of government.

The Department is currently managing 500 applications through the development review process with a yearly average of 50 files per planner, which when combined with the numerous meetings, public inquiries (i.e. counter, telephone, fax, e-mail and letter correspondence), regular agenda deadlines, Bill 51-New Planning Act requirements for mandatory pre-application consultation meetings prior to the submission of an application, DTA data input and preparation and attendance at OMB Hearings contributes to a significant volume for each Planner. In addition, the Administrative, GIS and Urban Design Sections of the Department must also perform to meet these challenges and deadlines. This significant workload in addition to the increasing complexity of current development applications represents an accurate measure of assessing the Department's activity in meeting its' workload responsibilities rather than the revenue generated by development applications.

The Development Planning Department expects an increase in Zoning By-law Amendment and Site Plan applications with a reduction in the number of back-logged active applications as servicing becomes available in 2010-12 and applications, particularly Draft Plan of Subdivision applications approved in phases, can be completed and the files closed. During the first two quarters of 2010, the Development Planning Department contributed a significant amount of staff time and resources to provide comments and input into the City's new Official Plan, which was over and above its' normal workload.

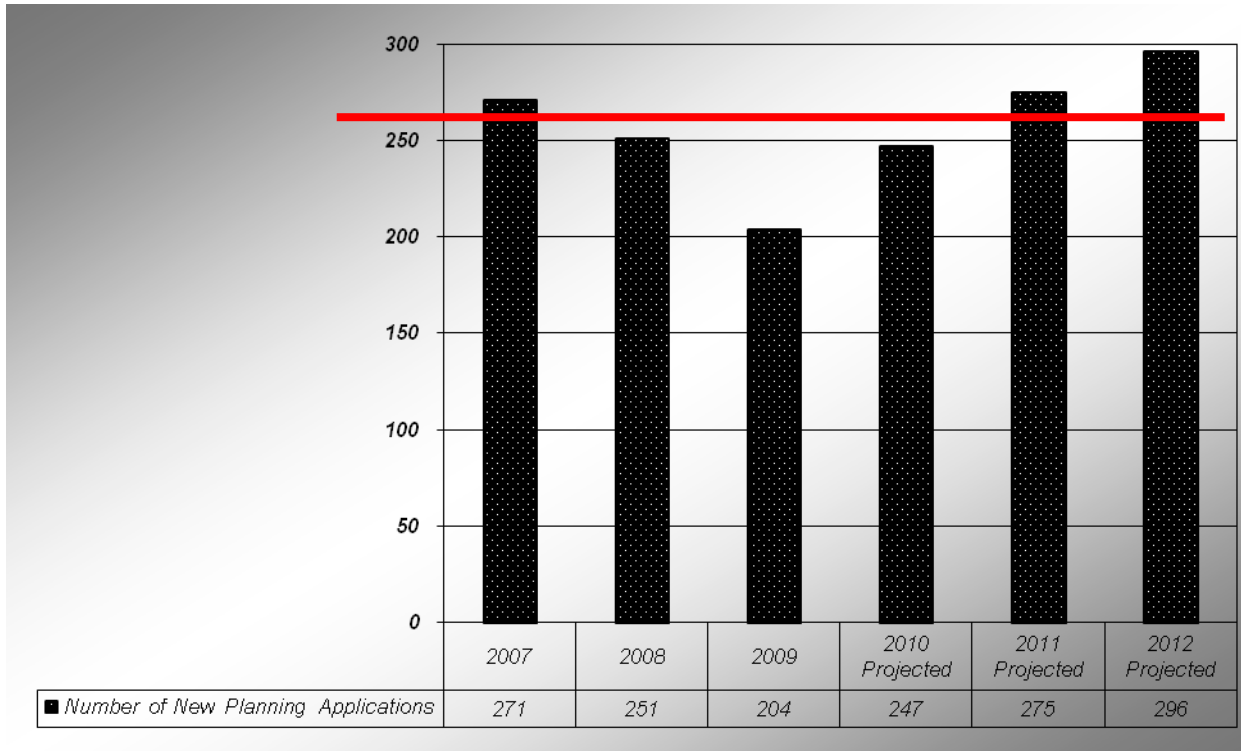
To conclude, the Development Planning Department works efficiently and at the highest level to sustain and improve the level of service for the residents and businesses of Vaughan, as confirmed in the report by Watson & Associates.

2011-12 Business Plan

Key Performance Indicators:

Total Number of Development Applications

The Development Planning Department is currently managing 500 development applications with 9 FTE Planners and 1 FTE Planner 1 responsible for processing this workload.



The Total Number of Planning Applications received by the Department

Application Type	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Official Plan	13	18	8	7	6	6
Zoning	61	75	42	50	60	65
Draft Plan of Subdivision	5	8	2	5	5	6
Site Plan	95	96	90	115	120	125
Condo	11	11	5	6	10	10
Part Lot Control	48	32	33	34	42	50
Parkway Belt Plan	2	1	0	0	0	0
Address Change	36	10	24	30	32	34
Total	271	251	204	247	275	296

Year	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
OMB Hearings	15	13	12	10	12	13

2011-12 Business Plan**BUSINESS OVERVIEW****Key Conclusions:**

The Department is managing a significant volume of Development Planning Applications. As Vaughan transforms from a suburban to a more urban municipality, the applications have become more complex and require significantly more staff hours to process as a result of the nature of the applications (i.e. high density residential and infill development) and changes to Provincial legislation (i.e. Planning Act (Bill 51), Places to Grow, Provincial Policy Statement, Oak Ridges Moraine / Greenbelt, etc.). The Development Planning Department has also assumed a lead role in the required planning approvals for the subway expansion into the City of Vaughan, which commenced in the second quarter of 2010 and will continue into 2011. This important initiative requires significant staff time commitment from the Development Planning Department in order to deliver this high priority project.

Notes About the Measure:

The management of development applications through the approval process has become increasingly complex for several reasons including: the nature of the applications, many proposing high density building forms which require a more extensive analysis to ensure compatibility with existing developments (ie. review of sun-shade reports, wind analysis, etc.); and, a more complex policy regime including the Provincial Policy Statement, the Province's Places to Grow Plan, new Regional Official Plan including policies dealing with intensification and infill within the City's existing urban boundary. In addition, through the development review process, the Development Planning Department must implement City policies and sustainability and environmental initiatives including Vaughan Vision 2020, The Environmental Master Plan, Green Directions Vaughan, Pedestrian and Bicycle Master Plan, etc. The implementation of these initiatives improves the quality of each development approved in Vaughan. Intensification will change the physical form of the City from a traditionally suburban community to a more urban municipality which presents many complex planning and land use challenges including the management of this change. In addition, these applications are more politically sensitive to process and require more negotiation, public education, meetings and time to manage. All these factors place greater time demands on Development Planning Department Staff with respect to the analysis and implementation of these policies through the development review process.

The implementation of the new Official Plan adopted by Vaughan Council on September 7, 2010 which promotes intensification, will likely result in additional Ontario Municipal Board (OMB) Hearings for development applications, which will occupy a significant amount of a Planner's time in preparation leading up to and during the Hearing.

The Department is under increased pressure to expedite the Development Applications Approval Process. In addition, there are increasing demands on staff time to respond to public and Council inquiries on Planning activities and to facilitate meetings with internal and external stakeholders.

The Development Planning Department also undertakes the review of its processes and procedures as required by Provincial Legislation (e.g. Bill 51 Planning Act amendments), Federal Legislation (Telecommunications Protocol) and as directed by Council (e.g. Site Plan Review, Public Notification Procedures).

It is also important to note that Development Planning Department Staff is managing two major "Secondary Plan/Block Plan" level reviews including Block 61 (Nashville Heights) and Concord Floral typically assigned to the Policy Planning Development. The management of these large scale developments requires considerable staff resources and time devoted to meetings, co-ordination, negotiations and the resolution of planning issues with the public and other internal and external Departments and Public Agencies (ie. TRCA, Region of York, Ministry of Transportation, Region of Peel, Metrolinx, City of Brampton, GO Transit, etc.).

The Development Planning Department also devoted considerable staff time to the review of the City's new Official Plan through the review of draft policies, mapping, meeting with consultants and to provide comments and advice towards the completion of the Official Plan.

2011-12 Business Plan

It is also anticipated that in the interim period between the approval of the City's new Official Plan and the preparation of a new City-wide Zoning By-law, that the Department will experience an increase in the number of Zoning By-law Amendment Applications since the City's current Zoning By-law 1-88 will be outdated and does not currently contain the zoning provisions required to implement the new forms of development being contemplated by the Official Plan (ie. mixed use zoning categories). As identified in the Development Planning Department Budget, additional FTE complements comprising an interdisciplinary team from various City departments will be requested to undertake a city-wide zoning by-law review which must be implemented within 3 years of the adoption of the City's new Official Plan as mandated in the Provincial Planning Act.

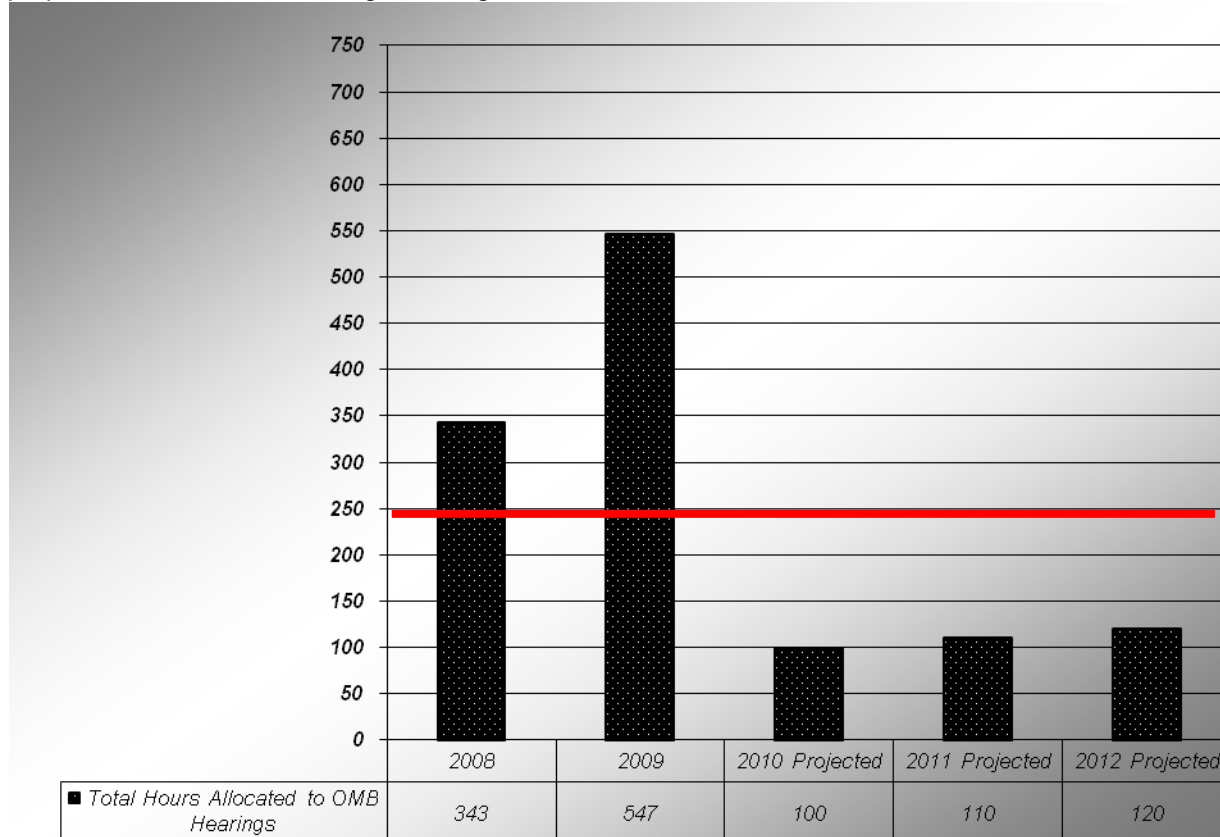
The Development Planning Department is a resource to the public, Council, and other Departments and agencies with respect to the provision of general and specific information, data collection and mapping (e.g. Ward Boundary Review mapping, statistical information, aerial photos, etc.) for which it does not generate revenues, however, occupies considerable staff time. The Development Planning Department is the first point of contact for the public with respect to providing information about planning matters and issues and responding to general and specific inquiries respecting existing and proposed development. As the City of Vaughan's population continues to grow, it is expected that the time devoted by Development Planning Staff providing quality public service will continue to increase.

In this regard, other city initiatives such as Vaughan On Line has placed additional demand on Development Planning Department staff related to providing information content and the maintenance of the Development Planning Department's web-site.

2011-12 Business Plan

Total Number of Hours Related to Ontario Municipal Board (OMB) Hearings

Definition: Development Planning Department Staff spend a considerable amount of time preparing, attending, and following up on matters related to Ontario Municipal Board Hearings. Typically, the Planner is the City's lead witness at an Ontario Municipal Board Hearing, however, several members of the Department contribute to the preparation of an OMB Hearing including senior staff, other Planners, GIS, Administrative and Urban Design staff.



Key Conclusions:

The Development Planning Department started tracking the number of hours allocated to Ontario Municipal Board Hearings in 2008 since they occupy considerable staff time and resources and cause significant disruptions in the everyday work schedule of a planner and department support staff. It is expected that as applications become increasingly complex relating to infill and intensification, particularly in consideration of the new City Official Plan, that the staff time devoted to Ontario Municipal Hearings will increase.

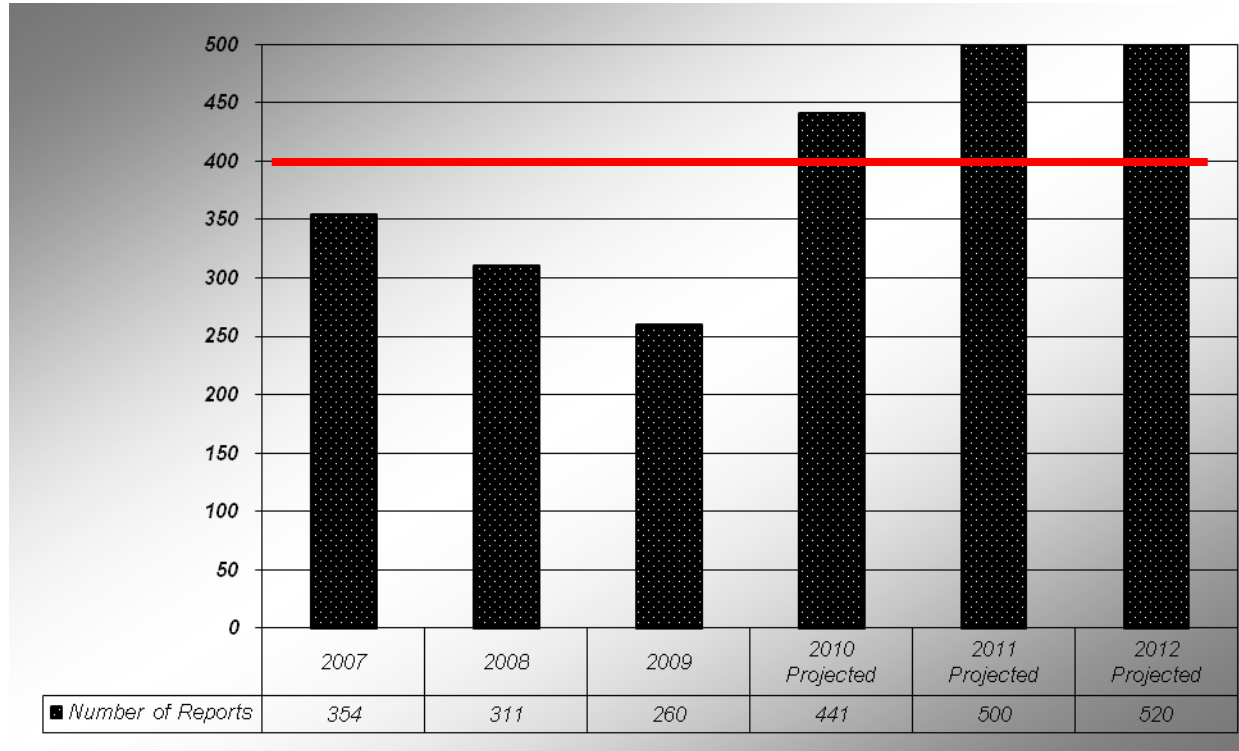
Notes About the Measure:

The hours identified above reflect only the time devoted to OMB Hearings by the Planner managing the file. However, other Development Planning Department Staff, particularly Urban Design, GIS Staff and administrative support staff also devote a significant amount of time in support of the Planner including the analysis of urban design related issues, the preparation of graphics required for the Hearing, and documents that need to be prepared, consolidated, and distributed. Given the increasing complexity of development applications, OMB Hearings routinely are scheduled for 3 – 7 full weeks at a time, completely occupying the Planner's daily work hours, and placing increased demands on other staff in the Department during this period with respect to coverage of the Planner's assigned work and often requiring overtime hours resulting from the daily events at the Hearing. Although the total number of hours allocated to OMB Hearings in 2010 is reduced, the projections for 2011 and 2012 will likely be higher due to the certainty that a significant number of applications will be in the form of zoning by-law amendments to implement the intensification policies in the City's new Official Plan.

2011-12 Business Plan

Number of Reports, Official Plan and Zoning Amendments, Agreements

Definition: Each Planning Application that is approved generates the need for staff to prepare documents to facilitate and implement the development. The Department has 9 FTE Planners and 1 FTE Planner 1 responsible for this workload.



Document	Year					
	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Official Plan Amendments	16	12	4	7	8	8
Zoning By-law Amendments	85	60	47	52	60	65
Site Plan Agreements / Letters of Undertaking	47	30	39	39	45	50
Condo Agreements	9	16	4	6	8	8
Part Lot Control By-laws	48	39	31	31	35	35
Public Hearing Reports	33	51	41	37	50	50
Committee of the Whole Reports	116	103	94	89	104	104
Pre-Application Consultation Meetings (Bill 51)	0	0	0	180	190	200
Total	354	311	260	441	500	520

Key Conclusions:

The Department is managing a significant volume of Development Planning Applications. The applications have become more complex and require significantly more staff hours to process as a result of the nature of the applications (i.e. high density residential and infill development) and changes to Provincial legislation (i.e. Places to Grow, Provincial Policy Statement, Oak Ridges Moraine/Greenbelt, Planning Act Amendments (Bill 51), etc.). The Development Planning Department has taken a lead role in the required planning approvals for the subway expansion into the City of Vaughan, which has commenced during the second quarter of 2010 and will require a significant time commitment from the Development Planning Department in 2010 and 2011 in order to deliver this high priority project.

2011-12 Business Plan

In December 2009, Council approved the implementation details of the Province's Bill 51 (Planning Act Amendments), which requires additional work to be undertaken by local municipalities including Pre-Application Consultation with development proponents for all development applications, and preparing and sending out notification to the public of complete and incomplete development applications. There is an additional workload constraint placed on the Development Planning Department to hold meetings for approximately 200 applications, and in mailing out notices for required applications within the time stipulations mandated by the Planning Act.

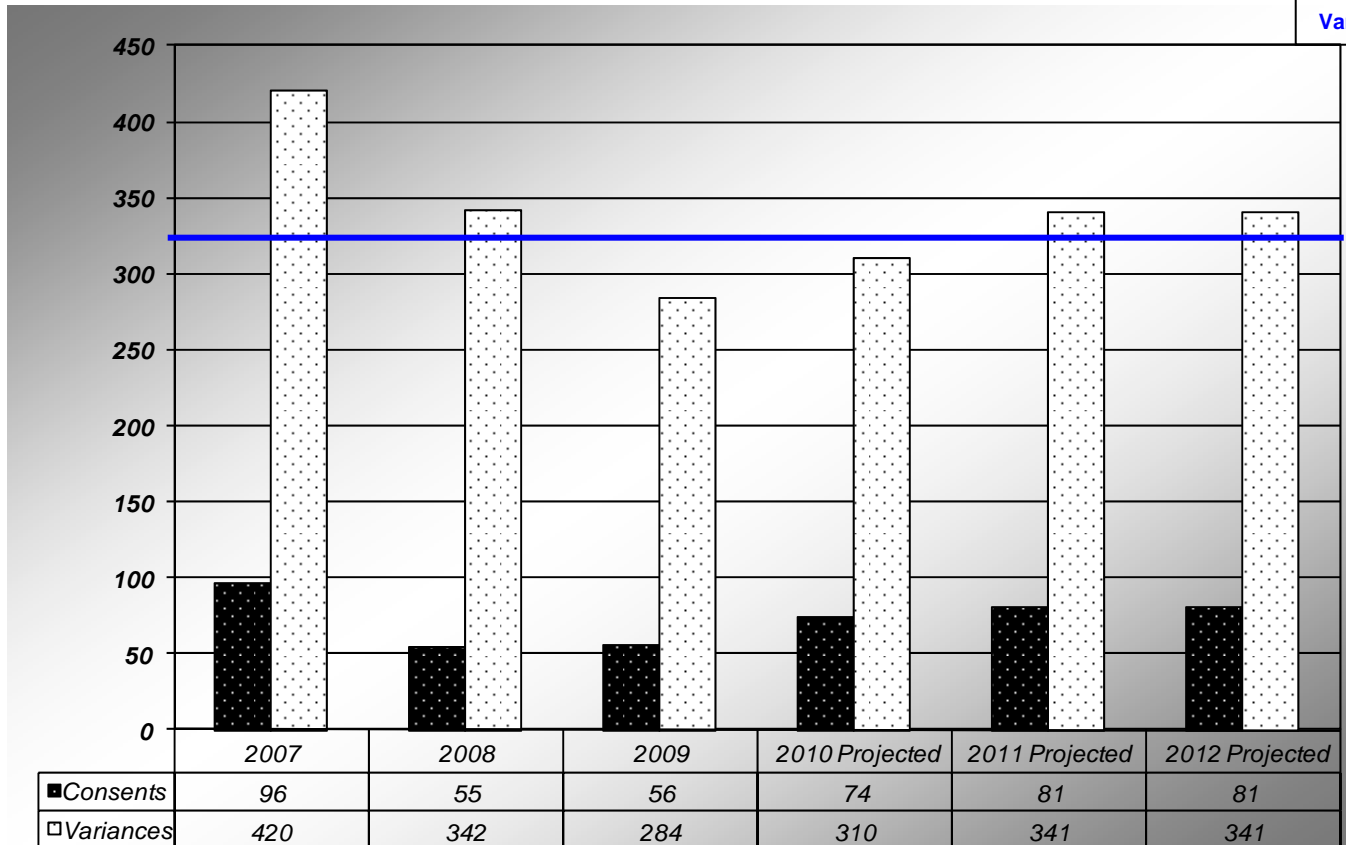
Notes about the Measure:

The complexity of the development applications has increased particularly with respect to implementing the Provincial Policy Statement, the Province's Places to Grow Plan and the new Regional Official Plan (December 2009) policies dealing with intensification and infill within the City's existing urban boundary which affects existing communities. Intensification will change the physical form of the City from a traditionally suburban community to a more urban municipality which presents many complex planning and land use challenges including the management of this change. In addition, other policies approved by Vaughan Council (e.g. Environmental Management Plan) and external public agencies (e.g. Province, Region of York, TRCA, Metrolinx), including Oak Ridges Moraine Plan, Provincial Policy Statement, Bill 51 Planning Act Amendments, new Regional Official Plan, the Big Move (Metrolinx), etc. place greater time demands on the Development Planning Department. Implementation of environmental and sustainability initiatives also places demands on staff's time. As a result, the preparation of staff reports and the implementing planning documents are more complex and contain more detailed information, policies, and requirements to implement development, and therefore require more time to prepare, review and finalize.

Total Number of Consent and Variance Applications per FTE

The total number of Consent and Variance Applications processed by the Department is 384*, 422* and 422* respectively in years 2010 to 2012.
* projected 2010, 2011 and 2012

Consents
Minor Variances



2011-12 Business Plan**Key Conclusions:**

The volume of consent and variance applications received on an annual basis are significant and requires a substantial amount of time to review including research, site inspections, meetings, public consultation, attendance at the Committee of Adjustment meeting, report preparation and review, and the clearing of conditions as required.

Notes about the Measure:

Currently, one Planner 1 is strictly devoted on a full-time basis to the review of Committee of Adjustment applications, and it is anticipated that there will be a continued increase in the number of applications in the future resulting from significant development activity in the City and the redevelopment and improvement of existing areas. As the City continues to experience more intense forms of development, it is expected that the number of Committee of Adjustment applications will increase, as minor variances will be required to implement development forms that are not accommodated by the City's current Zoning By-law 1-88.

Committee of Adjustment decisions can result in appeals to the Ontario Municipal Board which occupies considerable amount of the Planner 1's time both during, and in preparation for the Hearing. In addition, OMB Hearings for Committee of Adjustment Applications requires support from GIS staff for graphics and administrative staff to prepare documents as required.

Measure: Number of Architectural/Urban Design Guidelines, Subdivision Landscape/ Streetscape Plans, Environmental Reports Prepared per FTE

The Urban Design Section's activities relate both to long range strategic City planning and the day to day guidance of architectural and landscape (hard and soft) design implementation through the development process.

Urban Designers evaluate development applications and provide comments and advice to development applicants related to site specific design (architectural, site organization, landscaping, etc.) in response to City policies and guidelines. Urban Designers consult with a variety of stakeholders about specific development sites leading to improved urban design concepts/solutions.

The Urban Design Section initiates and manages urban design studies and develops urban design guidelines, standards and technical details for landscape and built form to ensure the development of high-quality urban and natural environments in Vaughan.

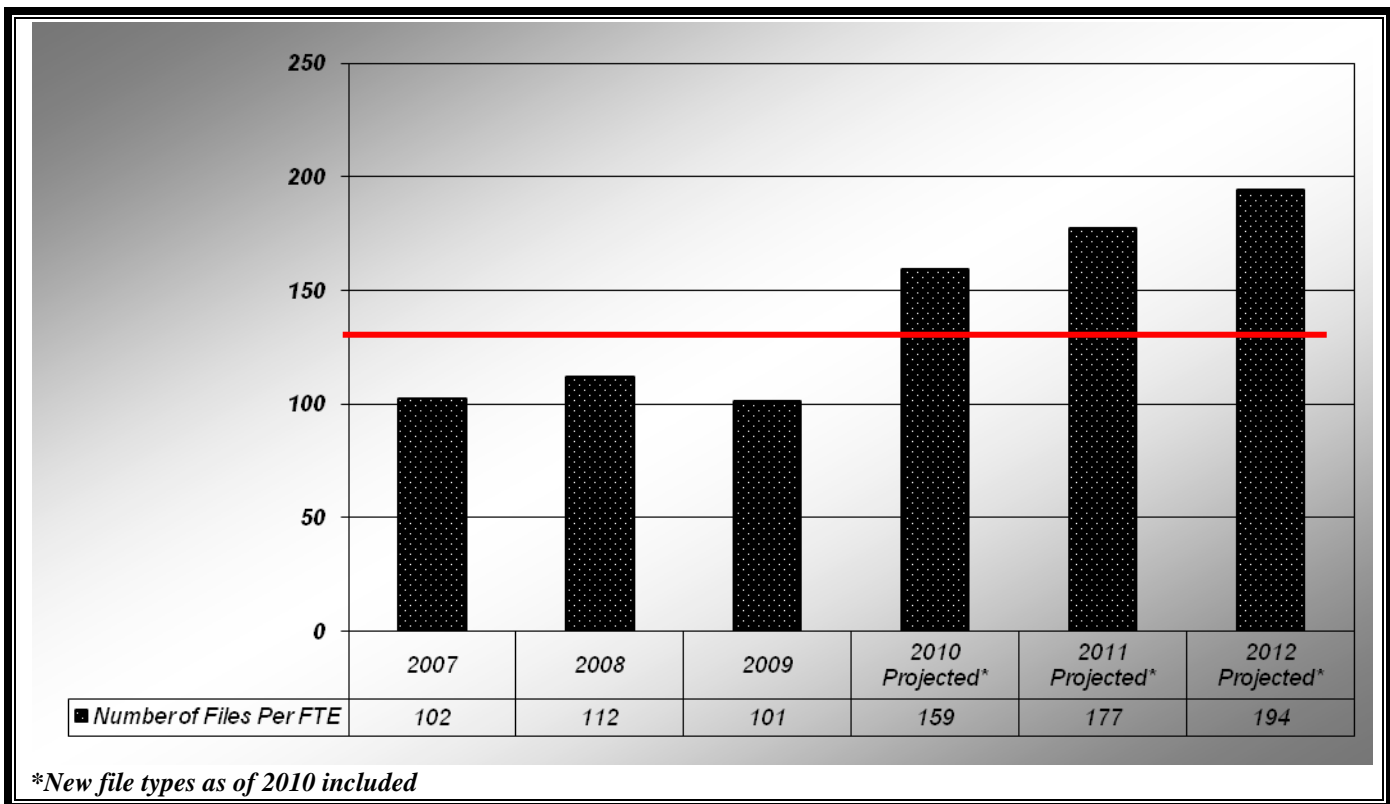
Urban Designers provide project management and urban design services for urban design studies such as development of urban design frameworks, guidelines and master plans. These projects include geospatial analysis and digital mapping related functions, community and stakeholder consultation, liaison with regional authorities and external public agencies to collaboratively develop forward-thinking design solutions, ensuring accordance with provincial, regional and municipal plans, and the development of strategic design solutions to meet the challenges of 'sustainable development'.

The Urban Design Section is assuming a greater role in the development planning process due to the complexity of development proposals and the recognition of the importance of quality urban design in creating sustainable and livable places for people. This is creating a greater demand on staff time. There are 4 Urban Design staff members responsible for the total file workload.

The Urban Design Section's principle responsibilities include:

2011-12 Business Plan

- Site plan and subdivision application review.
- Secondary plan and block plan design review.
- Advise on urban design, built form, architectural, landscape architectural and sustainable development matters, including strategic planning initiatives.
- Manage urban design studies, streetscape and community master plan projects.
- Consultation with community and stakeholder groups through interactive workshops, meetings, and design charrettes, and sitting on various Committees (such as Maple Streetscape and Concord West Streetscape Committees).
- Liaise with the public to provide urban design information, including the management of urban design project web pages.
- Provide design review for City and Regional capital projects and external agency infrastructure projects (such as TTC subway extension).
- Liaise with regional authorities, external agencies and municipal departments to promote and coordinate green infrastructure development (such as integration of storm water management controls into streetscapes, transit-oriented development, etc.).
- Inspection and acceptance of landscape and streetscape works through the development process.
- Review sign variance applications as part of the Sign Variance Committee.
- Manage numerous special projects related to urban design (Urban Design charettes and workshops, presentations to Council, Urban Design Awards).
- Development of urban design-related graphic materials and presentations.



Year Projected Projected Projected

2011-12 Business Plan

<i>Types of Files</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>
<i>Site Plans</i>	93	95	90	115	120	125
<i>Pre-application Consultation Meetings *</i>	0	0	0	180	180	180
<i>Urban Design Guidelines</i>	13	8	14	16	19	21
<i>Architectural Control Guidelines</i>	7	8	6	7	12	17
<i>Streetscape/Landscape Construction Drawings</i>	13	16	17	18	18	19
<i>Subdivision/Landscape Drawings</i>	101	115	131	90	80	75
<i>Subdivision Assumption Inspections</i>	40	45	31	30	45	55
<i>Subdivision Completion Approval Inspection</i>	42	45	34	28	40	50
<i>Woodlot/Vegetation Assessments</i>	15	20	13	10	15	20
<i>Letters of Credit Release Inspections</i>	76	64	40	48	70	85
<i>Sign Variance Applications *</i>	0	0	0	52	60	70
<i>Urban Design Studies & Masterplans/ In House Studies & Capital Projects</i>	6	26	27	40	50	60
Total	406	448	403	634	709	777

* New as of 2010 included.

Key Conclusion:

The City's new strategic Plan (Vaughan Vision 2020) emphasizes the importance of urban design to deliver the City's commitment to creating more compact, sustainable and livable communities over the next 25 years. Urban design brings together issues of planning, transportation, architectural design, development economics, landscape architecture and engineering to create a vision for an area and throughout the City and then ensure it is delivered. There is an increasing demand for the Urban Design Section to provide core services for both the Development Planning Department and the Policy Planning Department. Also, increasingly Urban Design staff is working with regional and municipal storm water management and transportation engineers to develop forward-thinking and sustainable urban design solutions for the City's streets and communities.

Notes about the Measure:

The Development Planning Department has assumed the role in the strategic planning of urban form and the preparation of urban design documents "in house" which creates increased pressure on staff's time to complete the work. The development of Urban Design Guidelines, Frameworks and Master Plans require a significant amount of work by staff who are also responsible for the daily review of development applications and liaison with the public, including sitting on various Committees (i.e. Sign Variance and Streetscape). It is also anticipated that there will be an increase in the number of site inspections associated with the release of Letters of Credit due to the increase in development activity.

2011-12 Business Plan**BUSINESS OVERVIEW:**

Year to date, the number of development applications processed in 2010 was higher compared to the same period last year and requiring more staff time to manage the applications. In addition, the Manager of Development Planning was on a temporary 6 month secondment to the Policy Planning Department in order to complete the Official Plan review which was adopted by Council on September 7, 2010. This created a vacant planner position for the same period that was not filled due to the short length of time, and thereby creating an increased workload for the remaining planning staff.

The Department continues to manage development applications submitted in previous years resulting in 500 currently active development applications with a yearly average of 50 files for each of the 10 Planners in the Department, which when combined with numerous meetings, public inquiries, data input, attending night meetings, Council directed initiatives and Ontario Municipal Board Hearings contributes to a high workload per Planner. As identified, one Planner also processes 384 Committee of Adjustment applications per year (2010) and attends Ontario Municipal Board Hearings when an appeal is filed in response to the Committee's decision.

The Urban Design, Administrative and GIS Sections of the Department must also perform to meet these challenges and deadlines. The increased complexity and changing nature of development applications which propose more intense and infill forms of development are significant and key factors that must be taken into consideration on a go-forward basis as a performance measurement respecting the Department's ability to successfully and efficiently manage development applications while maintaining high service levels. This significant workload in addition to the increasing complexity of current development applications represents an accurate measure of assessing the Department's activity in meeting its' workload responsibilities rather than revenue generated through development applications.

The Development Planning Department has several important initiatives to work on over the next few years as identified in this Business Plan which will require all Planning Staff to contribute their time in addition to their daily workload including undertaking the 2011 Urban Design Awards (2011 ARR), Site Plan Process 2-year Review (2011), preparation of a City-wide urban design manual including sustainability and design guidelines to implement the new City Official Plan policies (2011-2012), Public Notification of Planning Applications 2-year review (2012), and a 3 year in-house City-wide review of By-law 1-88 to implement the new City Official Plan (2012 to 2015), as well as new capital streetscape projects that will be requested through the Capital Budget deliberations. In addition, the Development Planning Department must implement Provincial (i.e. Growth Plan), Regional (ie. new Official Plan) and City (new Official Plan, Vaughan Vision 2020, Environmental Master Plan etc.), policies and initiatives designed to create complete communities where the citizens of Vaughan can work, live and play.

The Development Planning Department anticipates an improving economic climate in 2011 and beyond. Also, the City's new Official Plan Review will facilitate new development opportunities resulting in additional development applications and an increased workload. In addition, the servicing constraints will be lifted over the next few years, which will facilitate applications and phases of development currently held in abeyance to commence their completion, further placing increased time demands on Development Planning staff. Planning and urban design work and approvals for the 3 TTC subway stations will also contribute to the workload of the Department during the 2010 and 2011 period.

To conclude, the Development Planning Department works at a high level to sustain and improve the level of service for the residents and businesses of the City of Vaughan, and the workload is expected to increase in 2011 and 2012.

Commissioner Sign-off**Date (mm/dd/yy)**



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (If applicable)
Department **Business Unit Name**

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	89,149	-	89,149	-	89,149
Other continuous costs	6,500	-	6,500	-	6,500
One-time expenses	8,200	(8,200)	-	-	-
Offsets/reductions	(103,849)	8,200	(95,649)	-	(95,649)
Net Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

The implementation of sedimentation and erosion control measures on construction sites is a legislative requirement of the federal government (enforced by the Department of Fisheries and Oceans (DFO) and the Ministry of Natural Resources (MNR)) and is a requirement of the Toronto Regional Conservation Authority and the City. Non-compliance and/or spills may result in fines up to one million dollars and or imprisonment up to a maximum of one year. These fines can be laid by DFO on an individual and/or a corporation for negligence towards their failure to show due diligence towards this issue. The design, installation and maintenance of erosion and sediment control measures on development sites is the responsibility of the developer under the terms of the subdivision agreement. Over the last few years there have been a number of spills which have been investigated by TRCA and DFO and resulted in remediation measures being ordered. Fortunately, no fines were laid. Current staff resources are insufficient to effectively inspect and monitor ESC measures in the many active construction site throughout the City. Accordingly, there is a need for an additional Municipal Services Inspector to focus primarily on the inspection of erosion & sediment measures in new development sites. This position would also review and administration of ESC inspection records and facilitate the repair and maintenance of ESC measures pursuant to the terms of the subdivision agreement to ensure compliance with Federal and TRCA regulations. This position would also liaise with the DFO, MNR and TRCA to quickly mitigate on site issues and encourage the use of effective and innovative methods to ensure compliance with both the Endangered species Act and the Fisheries Act. This position is being supported by enforcement staff at DFO and TRCA. Funding for this position will come from Development Engineering Fees.

Milestones or Deliverables	Timelines	Comments

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

This position could assist the Building Department (fill permits), Engineering Services (capital projects) and Public Works (maintenance activities) as it relates to erosion and sediment control measures and permits.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Municipal Services Inspector - Erosion & Sediment Control
----------------------	--

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Lead and Promote Environmental	12			high	Mandatory	A	A-3

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

A-1 Pursue Excellence in Services Delivery
 C-2 Enhance Productivity, cost effectiveness and Innovation
 Green Directions Vaughan - Objective 1.3: To support enhanced standards of stormwater management at the City and work with others to care for Vaughan's watersheds.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

This position will demonstrate Vaughan's commitment to lead and promote environmental sustainability by proactively ensuring effective measures are in place and maintained to prevent silt and sediment from being discharged into the streams and rivers in Vaughan through inspection and the administration of the subdivision agreement. This position will foster better partnerships with other levels of government that are involved in the protection of the natural environment and develop a better monitoring program that will identify and provide for the ongoing promotion and education of staff towards the diversion of sediment entering our watercourses.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

This additional resource will position Vaughan as one of the industry leaders in managing the impacts of construction on the natural environment and demonstrate its commitment to meeting the requirements of the Fisheries and Endangered Species Act and the implementation of best practices in erosion and sediment control. The City is partnering with TRCA and the developers in Block 39 on an erosion and sediment control pilot project. This pilot project is still on going but it has confirmed how important the regular monitoring and maintenance of the control measures during both the servicing and house construction stages of the development can greatly reduce the risk of spills and erosion. This new position will show the city's commitment to protecting and sustaining the natural environment. This added due diligence will reduce the risk and frequency of spills and the potential of charges being laid against the corporation.

5) Alternatives

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

The alternative is to continue to rely on the development industry, which hasn't proven effective in all cases. The city holds letters of credit which can be drawn upon in order to secure compliance with both Act and regulations. Currently the MNR and TRCA do not have this ability and have approached the City for assistance in developing a partnership to better monitor and enforce non compliance by those working close to watercourses. Current resources do not allow for regular inspections of erosion and sediment control measures on all construction sites in the City. Additional staff is required to enable adequate inspection and administration of the erosion and sediment requirements/program city wide.

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

The risk of sediment from construction site entering our watercourses greatly increased if erosion and sediment control measures are not properly installed and maintained. The impact from sediment on the natural environment can be significant. A spill could also result in the City being fined under the provisions of the Fisheries and Endangered Species Act.

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

Legislative/Regulatory Requirement

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

Please specify:
 Specific Legislation (i.e.... Act/Regulation/etc.) Fisheries Act F-14 and Endangered Species Act through Province of Ontario

What are the compliance requirements? Comments
Divert sediment from entering watercourses and not promote construction in or near any wildlife habitat that will be detrimental to their existance. Significant fines and or imprisonment can be a result of

Current status of compliance: Staff are currently monitorong but lack of resources has resulted in occur

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Non compliance with the The Fisheries Act and Endangered Species Act will result in negative impacts to the environment which could result in penalties being issued to the corporation.

Probability of Risk Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc. MNR and TRCA require our assistance to mitigate these sedimentation occurrences. Our role is to use our subdivision agreements to better allow the MNR and TRCA standards to be met and adhere to both The fisheries and Endangered Species Act

Current service level vs. target Staff is currently assisting with monitoring
Fine for non compliance is up to \$1 million or 1 year imprissonment

Request Title	Municipal Services Inspector - Erosion & Sediment Control			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	71,035	-
2	* Benefits	(See sect. 8&9)	18,114	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	6,500	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		95,649	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	8,200	(8,200)
2	<blank>			
3	<blank>			
Subtotal		8,200	(8,200)	-
OFFSETS - cost savings, reductions, etc				
1	Developmet Engineering Fees 3.5%		(103,849)	8,200
2	<blank>			
3	<blank>			
Subtotal		(103,849)	8,200	-
<u>TOTAL OPERATING BUDGET CHANGE</u>		-	-	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
<u>TOTAL ASSOCIATED CAPITAL FUNDING</u>			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	1.00	-	
FTE's	(calculated field - sect. 8&9)	1.00	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	1.00	-	

Request Title	Municipal Services Inspector - Erosion & Sediment Control
---------------	---

8) 2011 Complement Details

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.

2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Municipal Services Inspector- Erosoion and Sediment Control			
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code	2004001.7010			
Grade level	J			
Est. starting step	start			

2011 Complement Annual Cost Detail

Annual full-time \$	66,035			66,035
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$	5,000			5,000
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	18,114	-	-	18,114
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 89,149	\$ -	\$ -	\$ 89,149

Continuous costs	(BU & Acct #.)			
1) Membership	2004001.7105	250		250
2) Training	2004001.7115	2,500		2,500
3) Cellular Phone	2004001.7122.01	500		500
4) Mileage	2004001.7100	3,000		3,000
Office supplies	2004001.7200	250		250
Subtotal		\$ 6,500	\$ -	\$ 6,500

One-time costs	(BU & Acct #.)			
1) Computer equip.	2004001.7211.01	3,000		3,000
2) Office equip.	2004001.7699	5,000		5,000
3) Cellular Hardware	2004001.7122.03	200		200
Subtotal		8,200	-	8,200

Total 2011 Complement Annual Costs	\$ 103,849	\$ -	\$ -	\$ 103,849
---	-------------------	-------------	-------------	-------------------

Additional Comments:

Funding for this position will come from Development Engineering Fees

Request Title	Municipal Services Inspector - Erosion & Sediment Control
---------------	---

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
---	-------------	-------------	-------------	-------------

Additional Comments:



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary Spadina Subway Extension- Engineering Contract Positions
(If applicable)
Department Development Transportation Engineering **Business Unit Name** 2004001

Request Title Spadina Subway Extension- Engineering Contract Positions

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	1.00	1.00	2.00	-	2.00
Net FTE's	1.00	1.00	2.00	-	2.00
Operating Revenue	90,416	96,749	187,165	-	187,165
Operating Costs					
Staffing & Benefits	81,216	92,499	173,715	-	173,715
Other continuous costs	1,200	4,250	5,450	-	5,450
One-time expenses	8,000	-	8,000	(8,000)	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ -	\$ (8,000)	\$ (8,000)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

The Spadina Subway Extension project is being funded jointly by the Region, Province and Federal governments. The funding is contingent on project delivery. The City has a role in the review and approval of many of the components of the project and the delivery of supporting municipal infrastructure such as roads, services and storm water management facilities. Failure to effectively deliver the city services may impact the schedule of the subway project. The Development & Transportation Department is mandated with providing sound engineering and transportation planning of municipal infrastructure. At present, there isn't sufficient in-house resources to effectively manage the engineering and municipal inspection components of the Spadina Subway project. Accordingly, the additional resources are required to effectively manage and coordinate the city's engineering review of the Spadina Subway Extension project. A one year contract position is required in 2011 to review the engineering component of the site plan submissions for the Spadina Subway Extension project including the design and delivery of all associated municipal servicing. The second contract position in 2012 will be responsible for inspection of the municipal servicing related to the Spadina Subway Project and act as the City's representative during the construction of the subway. This is expected to be a three year contract. These two positions will be funded by the TTC.

Milestones or Deliverables	Timelines	Comments

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

The Development & Transportation Department has been tasked with coordinating and facilitating the City's interests in the Spadina Subway Extension Project.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Spadina Subway Extension- Engineering Contract Positions
----------------------	---

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
continue to support the expansion of the	44	Q2/15		high	Mandatory	A	A-1
						C	C-4

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

A-1 Pursue Excellence in Services Delivery
 C-4 Plan and Manage Growth and Economic Vitality
 Work with other levels of government to continue to support the expansion of the GO system and public/rapid transit.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The Development & Transportation Department is mandated with providing sound engineering and transportation planning of municipal infrastructure. At present, there isn't sufficient in-house resources to effectively manage the engineering and municipal inspection components of the Spadina Subway project. Accordingly, the additional complements will provide the necessary resources to effectively manage the City's review of the engineering component of the Spadina Subway Extension project. The City's is a key stakeholder in this project; accordingly, it is imperative that the City provide timely input and responses to issues in order that the TTC can meet the project delivery schedule/milestones that has been established for this project by the various stakeholders, funding partners and government agencies.

This position will support the expansion of rapid transit in Vaughan.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

These new complements will facilitate the timely completion of the Spadina Subway Extension project. The extension of this subway into Vaughan will be beneficial and transformational from environmental, transportation, community, social and economical perspectives.

5) Alternatives

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

There currently are no other alternatives. These positions are required to provide the necessary resources to review, comment, coordinate and facilitate the timely completion of the Spadina Subway Extension. Without these positions, there is a high risk of the project being delayed or the City's interests not being addressed or accommodated in the design and construction of the subway, subway stations and associated municipal services.

Request Title	Spadina Subway Extension- Engineering Contract Positions
----------------------	---

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

The potential impacts of not approving these additional complements will be poor level of service, potential delays in completing the subway project and associated municipal infrastructure, incomplete review of station designs, stakeholder impacts and potentially higher project costs. A one month delay in the subway project schedule is expected to cost the project \$15 million dollars.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Comments

The Spadina Subway project is being funded jointly by the Region, Province and Federal governments. The funding is contingent on project delivery. The City has a role in the review and approval of many of the components of the project and the delivery of supporting municipal infrastructure such as roads, services and storm water management facilities. Failure to effectively deliver the city services my impact the schedule of the subway project.

Current status of compliance:

City TTC Project Manager is in place

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Poor level of service, and potential delay in the approval and construction of the Spadina Subway Extension. A delay in the project schedule is expected to cost \$15 million per month.

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

The City's review, comments and processing of the Spadina Subway Extension

Request Title	Spadina Subway Extension- Engineering Contract Positions			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 Full-Yr. Adj.
REVENUE - continuous operating detail				
1				
2				
3				
4				
Subtotal		-	-	-
REVENUE - one-time operating detail				
1	TTC is proposing to fund the cost of these two positions	90,416	96,749	
2				
Subtotal		90,416	96,749	-
EXPENSES - continuous operating detail (For staffing costs please fill out section 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	67,810	78,589
2	* Benefits	(See sect. 8&9)	13,405	13,910
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	1,200	4,250
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		82,416	96,749	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	8,000	-
2	<blank>			(8,000)
3	<blank>			
Subtotal		8,000	-	(8,000)
OFFSETS - cost savings, reductions, etc				
1				
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		-	-	(8,000)
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	1.00	1.00	
FTE's	(calculated field - sect. 8&9)	1.00	1.00	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	1.00	1.00	

Request Title	Spadina Subway Extension- Engineering Contract Positions
----------------------	---

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title	Sr. Eng Assist - TYSSE			
Estimated start date <small>(dd-mm-yy to dd-mm-yy)</small>				
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Contract			
If contract, specify term <small>(dd-mm-yy to dd-mm-yy)</small>				
Business unit # and object code	2004001.7010			
Grade level	Level L			
Est. starting step	start			

2011 Complement Annual Cost Detail

Annual full-time \$	70,736			70,736
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$	5,000			5,000
* PT vacation pay <i>(calculated field)</i>	-	-	-	-
* Annual benefits <i>(calculated field)</i>	-	-	-	-
* FT contract benefits in lieu <i>(calculated field)</i>	13,405	-	-	13,405
Subtotal	\$ 89,141	\$ -	\$ -	\$ 89,141

Continuous costs	<i>(BU & Acct #.)</i>			
1) Membership	2004001.7105	200		200
2) Training	2004001.7115	1,000		1,000
3)				-
4)				-
Subtotal		\$ 1,200	\$ -	\$ 1,200

One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.	2004001.7211.01	3,000		3,000
2) Office equip.	2004001.7699	5,000		5,000
3) Other				-
Subtotal		8,000	-	8,000

Total 2011 Complement Annual Costs	\$ 98,341	\$ -	\$ -	\$ 98,341
---	------------------	-------------	-------------	------------------

Additional Comments:

The TTC is proposing to fund the cost of this contract staff in order to facilitate the timely completion of the Spadina Subway Extension Project

Request Title	Spadina Subway Extension- Engineering Contract Positions
----------------------	---

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title	Municipal Insp.-TYSSE			
Estimated start date				
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Contract			
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)	1-1-2012 - 12-31-2013			
Business unit #	2004001.7010			
Grade level	Level L			
Est. starting step	start			

2012 Complement Annual Cost Detail

Annual full-time \$	73,589			73,589
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$	5,000			5,000
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	13,910	-	-	13,910
Subtotal	\$ 92,499	\$ -	\$ -	\$ 92,499

Continuous costs	(BU & Acct #.)			
1) Memberships	2004001.711	250		250
2) Training	2004001.712	1,000		1,000
3) Cell Phone	2004001.7122.01	500		500
4) Mileage	2004001.71	2,500		2,500
Subtotal		\$ 4,250	\$ -	\$ 4,250

One-time costs	(BU & Acct #.)			
1) Computer equip.	2004001.7211.01	3,000		3,000
2) Office equip.	2004001.77	5,000		5,000
3) Other				-
Subtotal		8,000	-	8,000

Total 2012 Complement Annual Costs	\$ 104,749	\$ -	\$ -	\$ 104,749
---	-------------------	-------------	-------------	-------------------

Additional Comments:
 The TTC is proposing to fund the cost of this contract staff in order to facilitate the timely completion of the Spadina Subway Extension Project



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (If applicable)

Department **Business Unit Name**

Request Title
Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	-	58,487	58,487	-	58,487
Other continuous costs	-	1,250	1,250	-	1,250
One-time expenses	-	8,000	8,000	(8,000)	-
Offsets/reductions	-	(20,000)	(20,000)	-	(20,000)
Net Operating Budget	\$ -	\$ 47,737	\$ 47,737	\$ (8,000)	\$ 39,737
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

The Engineering floor in the new City Hall will house both the Development & Transportation Engineering and the Engineering Services Departments. Based on existing complement, there will only be one receptionist serving two departments totalling about 70 staff. It is anticipated that the volume of telephone and counter inquiries being handled by the existing receptionist will increase significantly. In order to maintain acceptable service delivery, it is anticipated that another receptionist will be required. This position will be responsible for providing front line reception and customer services, and some clerical duties.

30% of the funding for this position will come from Development Engineering Fees and the balance taxation.

Milestones or Deliverables	Timelines	Comments

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

This position would provide a service to both the Development & Transportation Engineering Department and the Engineering Services Department.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Clerical Assistant
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
initiative	4		Q4/10	medium	General Correlation	A	A-1
						C	C-2

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

A-1 Pursue Excellence in Services Delivery
 C-2 Enhance Productivity, cost effectiveness and Innovation

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The Engineering floor in the new City Hall will house both the Development & Transportation Engineering and the Engineering Services Departments. Based on existing complement, there will only be one receptionist serving two departments totalling about 70 staff. It is anticipated that the volume of telephone and counter inquiries being handled by the existing receptionist will increase significantly. In order to maintain acceptable service delivery, it is anticipated that another receptionist will be required.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

The additional receptionist/clerical assistant position will ensure that service levels at the front counter and phone enquires will be maintained at acceptable levels for both departments. The additional complement will also provide clerical support to staff in the two departments.

5) Alternatives

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

The alternative to the resource not being approved is this function would have to be done by the current administration staff within the Development / Transportation Department, which will impact internal work processes and service levels.

Request Title	Clerical Assistant			
Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.				
6) Implications/Consequences (if request not approved)				
A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)				
<p>The impacts/consequences will be a significant reduction in service deliver at the main counter of the Engineering Department in the new City Hall. In addition, responding in a timely manner to telephone enquiries from consultants, contractors and the public will be impacted. If other administration staff within the Development / Transportation Department have to provide backup at the front counter or respond to phone enquiries on a regular basis then there will be an impact to internal work processes and service levels in other areas.</p>				
B) Please check off how the request relates to the following:				
Legislative/Regulatory Requirement				
<input checked="" type="checkbox"/> None <input type="checkbox"/> Little consequence of non compliance <input type="checkbox"/> Significant external repercussion/penalty				
Please specify:				
Specific Legislation (i.e.... Act/Regulation/etc.)	_____			
What are the compliance requirements?	<table border="1"> <tr> <td style="text-align: center;">Comments</td> </tr> <tr> <td> </td> </tr> </table>	Comments		
Comments				
Current status of compliance:	_____			
Probability of Litigation and/or Health & Safety Issues				
<input type="checkbox"/> None <input type="checkbox"/> Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring <input checked="" type="checkbox"/> Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty <input type="checkbox"/> Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address				
	<table border="1"> <tr> <td style="text-align: center;">Comments</td> </tr> <tr> <td><i>Please describe the type and nature of risk</i> Staff will be subject undue stress from workload pressure. The incidents of having to deal with irate or frustrated customers will increase which may pose a health and safety risk.</td> </tr> <tr> <td style="text-align: center;"> Probability of Risk <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High </td> </tr> </table>	Comments	<i>Please describe the type and nature of risk</i> Staff will be subject undue stress from workload pressure. The incidents of having to deal with irate or frustrated customers will increase which may pose a health and safety risk.	Probability of Risk <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High
Comments				
<i>Please describe the type and nature of risk</i> Staff will be subject undue stress from workload pressure. The incidents of having to deal with irate or frustrated customers will increase which may pose a health and safety risk.				
Probability of Risk <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High				
Core City Service Disruption				
<input type="checkbox"/> None <input type="checkbox"/> Service provided with minor internal issues -slight inconvenience <input checked="" type="checkbox"/> Intermittent service level impact - some public/client complaints/frustration <input type="checkbox"/> Service failure - constant public/client complaints/aggression				
BRIEFLY DESCRIBE IMPACT:				
Issues, Objectives, etc.	<table border="1"> <tr> <td>There will be a service delivery delay at the Engineering front counter in the new Civic Centre as the current clerical assistant will be providing assistance to approximately 71 staff members.</td> </tr> <tr> <td> </td> </tr> </table>	There will be a service delivery delay at the Engineering front counter in the new Civic Centre as the current clerical assistant will be providing assistance to approximately 71 staff members.		
There will be a service delivery delay at the Engineering front counter in the new Civic Centre as the current clerical assistant will be providing assistance to approximately 71 staff members.				
Current service level vs. target	_____			

Request Title	Clerical Assistant			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	46,418
2	* Benefits	(See sect. 8&9)	-	12,069
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	1,250
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		-	59,737	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	8,000 (8,000)
2	<blank>			
3	<blank>			
Subtotal		-	8,000	(8,000)
OFFSETS - cost savings, reductions, etc				
1	Engineering Fee 3.5% (1/3 of time allocated to development)			(20,000)
2	<blank>			
3	<blank>			
Subtotal		-	(20,000)	-
TOTAL OPERATING BUDGET CHANGE		-	47,737	(8,000)
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	-	1.00	
FTE's	(calculated field - sect. 8&9)	-	1.00	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	-	1.00	

Request Title	Clerical Assistant			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
8) 2011 Complement Details				
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.				
2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				
2011 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay <i>(calculated field)</i>		-	-	-
* Annual benefits <i>(calculated field)</i>		-	-	-
* FT contract benefits in lieu <i>(calculated field)</i>		-	-	-
Subtotal	\$	- \$	- \$	- \$
Continuous costs	<i>(BU & Acct #.)</i>			
1)				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$	- \$	- \$	- \$
One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal		-	-	-
Total 2011 Complement Annual Costs	\$	- \$	- \$	- \$
Additional Comments:				

Request Title	Clerical Assistant			
Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.				
9) 2012 Complement Details				
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.				
2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Clerical Assistant			
Estimated start date	1/3/2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #	2004001.701			
Grade level	Level D			
Est. starting step	Year One			
2012 Complement Annual Cost Detail				
Annual full-time \$	46,418			46,418
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	12,069	-	-	12,069
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 58,487	\$ -	\$ -	\$ 58,487
Continuous costs	(BU & Acct #.)			
1) Training	2004001.7115	1,000		1,000
2) office supplies	2004001.7200	250		250
3) <blank>				-
4) <blank>				-
Subtotal		\$ 1,250	\$ -	\$ 1,250
One-time costs	(BU & Acct #.)			
1) Computer equip.	2004001.7211.01	3,000		3,000
2) Office equip.	2004001.77	5,000		5,000
3) Other				-
Subtotal		8,000	-	8,000
Total 2012 Complement Annual Costs	\$ 67,737	\$ -	\$ -	\$ 67,737
Additional Comments:				



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (If applicable)
Department **Business Unit Name**

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	-	91,951	91,951	-	91,951
Other continuous costs	-	4,250	4,250	-	4,250
One-time expenses	-	10,200	10,200	(10,200)	-
Offsets/reductions	-	(106,401)	(106,401)	-	(106,401)
Net Operating Budget	\$ -	\$ -	\$ -	\$ (10,200)	\$ (10,200)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

This position will be responsible for the review, coordination and implementation of the transportation demand management (TDM) initiatives and supporting policies stemming from the City-Wide Transportation Master Plan (TMP). This position would seek opportunities to initiate presentations on City TDM programs and distribute literature for general public awareness / consumption. In addition, provide technical advice / opinion on committees within the community, and attend internal and public meetings and participates on related committees as required. Reviews and comments on TDM policies / programs as proposed and approved by various levels of government and regulatory authorities; liaise with the Region of York and Smart Commute on related and current initiatives; Reviews development applications in order to ensure conformance with City TDM Program and TMP.

Funding for this position will come from Development Engineering Fees

Milestones or Deliverables	Timelines	Comments
City TDM Program / Policies	2012-2013	

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

Policy Planning Department - Incorporate TDM Policies into long range land use plans.
 Development Planning Department - Enforce and protect for TDM requirements through the development approval process.
 Building Standards Department - Enforce and protect for TDM requirements through the building permit approval process.
 Economic Development Department - Promote the City's TDM programs and policies to encourage business opportunities / economic development.
 Recreation and Culture - Coordination of TDM Programs / Policies with Active Together Master Plan

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Transportation Demand Management (TDM) Coordinator
----------------------	---

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Support expansion of GO system and public/rapid transit.	32	On-going		High	Mandatory	C	C-1

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

Promote the reduction of greenhouse gas emissions in the City of Vaughan. Promote the development and sustainability of active transportation systems in support of non-vehicular modes of transportation. Will assist with development of a network of roads that supports efficient and accessible public and private transit. Develop programs/initiatives to reduce single occupant vehicle trips. Will encourage the establishment of green businesses and sustainable business practices. Provide input on means of achieving sustainable growth and development / intensification. Share sustainable best practices and ideas between and among municipal staff and the community.
 TDM measures contribute to reducing annual operating and maintenance costs associated with roadways and maximizes potential / efficiency of City's existing roadway infrastructure. Will assist in the successful implementation of the City's Community Sustainability and Environmental Master Plan (Green Directions Vaughan) and Growth Management Strategy 2031.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

This compliment will assist in the implementation of the City's Transportation Master Plan and with future pressures related to changes in Regional and Provincial environmental and sustainability policies and legislation.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

The implementation of TDM measures improve the potential / efficiency of City's existing roadway infrastructure and can contribute to the reduction of annual operating and maintenance costs associated with roadways. In addition, TDM measures support the establishment of a more sustainable community and transportation system. Successful implementation of TDM Programs and initiatives will reduce long-term capital costs related to roadway capacity infrastructure improvements. This will also result in a reduction in long-term roads related operating and maintenance costs.

5) Alternatives

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

The City can rely on other levels of government (Regional or Provincial), however, this will not effectively serve the City's best interests and its sustainability goals / objectives.

Request Title	Transportation Demand Management (TDM) Coordinator
----------------------	---

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

The TDM measures and programs recommended in the City's Transportation Master Plan will not be implemented in a timely and effective manner, which may result in not achieving the objectives of the master plan.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Current status of compliance:

Comments

Council endorsement of Transportation Master Plan and Community Sustainability and Environmental Master Plan.

Member of Smart Commute North Toronto / Vaughan Initiative

Probability of Litigation and/or Health & Safety Issues

- None
- and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

If the city doesn't effectively implement and promote TDM measures, traffic conjection will increase which will contribute to longer travel times, increased green house gas emissions and driver frustration.

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

If the TDM measures and programs recommended in the City's Transportation Master Plan are not implemented in a timely and effective manner, there may be a impact on development and the road network which will result in public/stakeholder complaints.

Request Title	Transportation Demand Management (TDM) Coordinator			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	72,977
2	* Benefits	(See sect. 8&9)	-	18,974
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	4,250
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		-	96,201	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	10,200
2	<blank>			(10,200)
3	<blank>			
Subtotal		-	10,200	(10,200)
OFFSETS - cost savings, reductions, etc				
1	Development Engineering Fees (3.5%)			(106,401)
2	<blank>			
3	<blank>			
Subtotal		-	(106,401)	-
TOTAL OPERATING BUDGET CHANGE		-	-	(10,200)
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	-	1.00	
FTE's	(calculated field - sect. 8&9)	-	1.00	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	-	1.00	

Request Title	Transportation Demand Management (TDM) Coordinator
---------------	--

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				

2011 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)		-	-	-
* Annual benefits (<i>calculated field</i>)		-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)		-	-	-
Subtotal	\$	-	\$	-

Continuous costs	(BU & Acct #.)				
1)					-
2)					-
3)					-
4)					-
Subtotal		\$	-	\$	-

One-time costs	(BU & Acct #.)				
1)					-
2)					-
3)					-
Subtotal		-	-	-	-

Total 2011 Complement Annual Costs	\$	-	\$	-	\$	-
---	-----------	----------	-----------	----------	-----------	----------

Additional Comments:

Request Title	Transportation Demand Management (TDM) Coordinator
---------------	--

9) 2012 Complement Details

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.

2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	TDM Coordinator			
Estimated start date	Apr-12			
# 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 term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #	2004001.7010			
Grade level	Grade 6			
Est. starting step	Step 1			

2012 Complement Annual Cost Detail

Annual full-time \$	72,977			72,977
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	18,974	-	-	18,974
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 91,951	\$ -	\$ -	\$ 91,951

Continuous costs	(BU & Acct #.)			
1) Training	2004001.7115	2,000		2,000
2) Cellular	2004001.7122	500		500
3) Mileage	2004001.7100	1,000		1,000
4) Memberships	2004001.7105	500		500
office supplies	2004001.7200	250		250
Subtotal		\$ 4,250	\$ -	\$ 4,250

One-time costs	(BU & Acct #.)			
1) Computer equip.	2004001.7211.01	5,000		5,000
2) Office equip.	2004001.7699	5,000		5,000
3) Cellular Hardware	20040017122.03	200		200
Subtotal		10,200	-	10,200

Total 2012 Complement Annual Costs	\$ 106,401	\$ -	\$ -	\$ 106,401
---	-------------------	-------------	-------------	-------------------

Additional Comments: Funding for this position is from Development Engineering Fees



2011-12 DRAFT OPERATING BUDGET

ENGINEERING SERVICES

- FINANCIAL SUMMARY
- BUSINESS PLAN
- ADDITIONAL RESOURCE REQUESTS
 - Adm.Assistant
 - Mrg.Traffic Engineering
 - Municipal Services Inspector
 - Traffic Tech (2012)
 - Project Manager (2012)
 - Capital Design Team (2012)

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011		2011 Total Budget		Budget 2012	2012		2012 Total Budget	
				Budget 2011	Inc/(Dec) Inc/(Dec)	Account Reallocati on	Variance		Inc/(Dec) Inc/(Dec)	Account Reallocati on	Variance	
				\$	\$	\$	\$	\$	\$	\$	\$	\$
135 - Engineering Services Revenue												
3500 CITY REVENUE	0	0	0	0	0	0	0	0	0	0	0	0
3524 Trsf. from Capital Fund	0	0	0	0	0	0	0	0	0	0	0	0
3574 Rev. from Recover. Expenses	(101,203)	(121,667)	(116,322)	(131,350)	(15,028)	(15,028)	(131,350)	0	0	0	0	0
Revenue	(101,203)	(121,667)	(116,322)	(131,350)	(15,028)	(15,028)	(131,350)	0	0	0	0	0
Labour Accounts												
7010 Full Time	1,871,135	2,049,489	2,165,996	2,265,779	99,783	0	2,353,958	88,179	0	88,179	0	88,179
7012 Overtime	32,706	29,046	51,120	52,665	1,545	0	53,325	660	0	660	0	660
7015 Part Time	46,791	31,360	68,240	68,195	(45)	0	68,195	0	0	0	0	0
7017 Benefits	489,834	497,215	571,635	597,813	26,178	0	619,163	21,350	0	21,350	0	21,350
Labour Account Subtotal	2,440,466	2,607,110	2,856,991	2,984,452	127,461	0	3,094,641	110,189	0	110,189	0	110,189
Non Labour Accounts												
7100 Mileage	11,106	12,413	18,720	18,720	0	0	18,720	0	0	0	0	0
7103 407-ETR Toll Charges	17	12	240	240	0	0	240	0	0	0	0	0
7105 Memberships/Dues/Fees	3,257	6,415	10,320	10,320	0	0	10,320	0	0	0	0	0
7110 Meals & Meal Allowances	164	307	1,320	1,320	0	0	1,320	0	0	0	0	0
7115 Training & Development	26,416	22,790	34,020	34,020	0	0	34,020	0	0	0	0	0
7120 Telephone Charges	0	0	0	0	0	0	0	0	0	0	0	0
7122 Cellular Telephones	6,399	6,888	10,440	10,440	0	0	10,440	0	0	0	0	0
7125 Subscriptions/Publications	655	172	1,440	1,440	0	0	1,440	0	0	0	0	0
7130 Seminars & Workshops	4,882	4,708	7,920	7,920	0	0	7,920	0	0	0	0	0
7135 Advertising	0	0	600	600	0	0	600	0	0	0	0	0
7200 Office Supplies	6,936	5,397	8,040	9,040	0	1,000	9,040	0	0	0	0	0
7203 Drafting Supplies	6,578	5,875	10,800	10,800	0	0	10,800	0	0	0	0	0
7205 Computer Supplies	700	1,146	3,680	3,680	0	0	3,680	0	0	0	0	0
7210 Office Equip. & Furniture	0	158	2,160	2,160	0	(1,000)	1,160	0	0	0	0	0
7211 Computer Hardware/Software	25,134	22,553	39,200	38,440	0	(760)	38,440	0	0	0	0	0
7215 Mtce. & Repairs - Equip.	0	0	0	0	0	0	0	0	0	0	0	0
7220 Copier/Fax Lease Charges	14,694	13,124	16,080	16,080	0	0	16,080	9,000	0	9,000	0	9,000
7300 Protect. Clothing/Uniforms	1,209	777	2,520	2,520	0	0	2,520	0	0	0	0	0
7315 Preventative Mtce. A	0	0	480	480	0	0	480	0	0	0	0	0
7317 Enbridge/Consumers Gas	0	0	0	0	0	0	0	0	0	0	0	0
7330 Materials and Supplies	1,565	1,068	1,520	1,520	0	0	1,520	0	0	0	0	0
7331 Contractor & Contract. Mat.	104,680	191,829	269,400	269,400	0	0	277,480	8,080	0	8,080	0	8,080
7335 Small Tools and Equipment	6,096	4,377	3,480	5,240	0	1,760	5,240	0	0	0	0	0
7340 Machine Time	22,500	0	22,500	22,500	0	0	22,500	0	0	0	0	0
7365 Safety Equipment	618	849	720	1,720	0	1,000	1,720	0	0	0	0	0
7410 Rental, Leases - Equipment	0	0	0	0	0	0	0	0	0	0	0	0
7520 Professional Fees	18,607	5,556	17,040	15,040	0	(2,000)	15,040	0	0	0	0	0
7531 Service Contracts	0	0	176,420	176,420	0	0	176,420	0	0	0	0	0
7630 Wireless/Internet Commun.	0	0	0	0	0	0	0	0	0	0	0	0
7698 Grouped Expenses	0	0	0	0	0	0	0	0	0	0	0	0
7699 Sundry Expenses	313	193	480	480	0	0	480	0	0	0	0	0
7700 Chgs. from Other Depts.	0	0	0	0	0	0	0	0	0	0	0	0
7710 Internal Recoverable	0	0	0	0	0	0	0	0	0	0	0	0
7780 Trsf. to Reserves-Insurance	23,950	28,840	28,840	34,330	5,490	0	36,500	2,170	0	2,170	0	2,170
7791 Trsf. to Capital	0	0	0	0	0	0	0	0	0	0	0	0
Non Labour Account Subtotal	286,476	335,447	688,380	693,870	5,490	0	713,120	19,250	0	19,250	0	19,250
Total Expense	2,726,942	2,942,557	3,545,371	3,678,322	132,951	0	3,807,761	129,439	0	129,439	0	129,439

2011 Budget Variance Comments

7010	Full Time	Increase due to pro-rated progression and economic adjustment
7012	Overtime	Increase due to union agreement rate changes
7015	Part Time	Minor budget adjustment
7017	Benefits	Increase in relation to salaries increase
7200	Office Supplies	Transfer from Office Equip. & Furniture
7210	Office Equip. & Furniture	Transfer to Office Supplies
7211	Computer Hardware/Software	Transfer to Small Tools and Equipment
7335	Small Tools and Equipment	Transfer from Computer Hardware/Software, Safety Equipment
7365	Safety Equipment	Transfer from Professional Fees
7520	Professional Fees	Transfer to Small Tools and Equipment, Safety Equipment
7780	Trans. To Reserves – Insurance	Allowable increase to fund City insurance cost

2012 Budget Variance Comments

7010	Full Time	Increase due to pro-rated progression and economic adjustment
7017	Benefits	Increase as per guidelines
7780	Trans. To Reserves – Insurance	Allowable increase to fund City insurance cost

2011-12 Business Plan

BUSINESS OVERVIEW

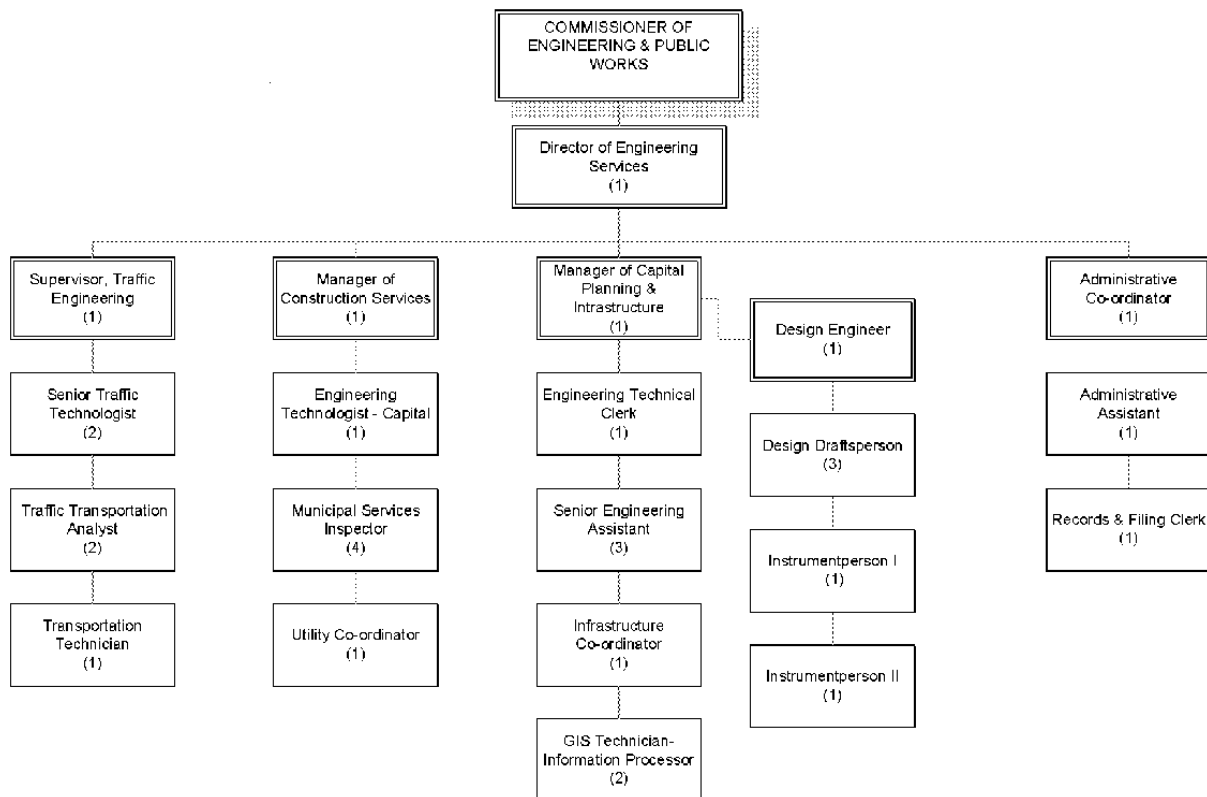
Service Statement:

The Engineering Services Department is responsible for capital project planning, design, review, construction and inspection of the City's linear infrastructure. This infrastructure includes roads, sidewalks, water mains, bridges, culverts, street lighting, sanitary and storm sewers, and all traffic signals. The Department is also responsible for asset management of the above mentioned infrastructure. The Traffic Engineering division within the Department is responsible to ensure the safety of all users on the City owned roads, sidewalks and walkways.

Our staff expertise is made up of Engineers, Technologists and Technicians that perform a wide variety of duties including project management, engineering studies, design, inspection, drafting, data management and surveying.

Service Profile:

ENGINEERING SERVICES DEPARTMENT ORGANIZATIONAL CHART





Engineering Services Department

2011-12 Business Plan

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	30	31	31	31	3	5
Part Time	2	2	2	2	0	0
Overtime	\$51,125	\$56,338	\$51,126	\$51,125	4,500	2,000

Key Stakeholders:

- Mayor and Councillors
- Citizens of Vaughan
- Businesses in Vaughan
- Region of York / External Authorities & Agencies
- Public Works Department
- Development/Transportation Engineering Department

2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020:

Service Excellence

- Enhance and Ensure Community Safety, Health & Wellness
- Lead and Promote Environmental Sustainability

Management Excellence

- Enhance Productivity, Cost Effectiveness and Innovation
- Maintain Assets & Infrastructure
- Ensure Financial Sustainability

Future Pressures and Opportunities:

Successful planning and delivery of the capital program, as well as the timely completion of requested traffic studies and investigations continue to be challenges for the Department. The aging infrastructure will continue to place pressures on Engineering Services, by requiring regular increases in capital budget dollars. PSAB 3150 reporting requirements has resulted in additional workload and a change in business processes within the Department to ensure the City remains compliant. Staffing levels should increase to reflect the additional increases in future capital budgets. Improved program planning within the Capital Planning and Infrastructure Division could alleviate some of the delivery issues in Design Services as well as Construction Services. As the City transitions and transforms from a growing suburban municipality to a fully urban space, this will create new challenges for Traffic Engineering Services to ensure the safety of all pedestrians, cyclists and vehicular traffic on the City owned roads, sidewalks and walkways.

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
<u>Capital Projects:</u> 1. Effective management of capital projects	2007	ongoing	Increased value of projects delivered from \$11.5M in 2008 to \$17M in 2009 with no increases in staffing levels.
<u>Infrastructure Management Services:</u> 1. Develop and Implement an Infrastructure Management System (IMS). Evaluate and assess the long term municipal rehabilitation and reconstruction strategy. <ul style="list-style-type: none"> a. Bridges/Structures b. Pavement c. Piped Infrastructure Dataset 	2007 2007 2007	ongoing complete ongoing	Multi-year pavement management program provides basis for Capital Plan
2. To meet the demands for surveys annually <ul style="list-style-type: none"> • Geodetic Control Survey Monuments (annual Program) 			
3. To effectively manage infrastructure management projects on an annual basis	2007	ongoing	
4. Develop a local water, wastewater and sewer assessment.	2008	ongoing	

2011-12 Business Plan

5. Develop and implement a system to manage the maintenance and repair of the City's sidewalk system.	2008	ongoing	
<u>Construction Services:</u>			
1. Manage the Capital construction processes ensuring that the interests of the City of Vaughan, including citizens and businesses are met.	2007	ongoing	
2. Automation of permitting system	2007	ongoing	
<u>Traffic Engineering Services</u>			
1. Ensure networks for vehicular and pedestrian traffic areas, planned, designed and constructed safely within the City.	2007	ongoing	
2. Develop and implement a data recording and information management program fro efficiently operating the road network.	2007	In progress	Increased volume of traffic studies per year through efficiencies.
3. Implemented a Speed Compliance Program in collaboration with York Region Police	2010	ongoing	
4. Implement the use of pedestrian countdown signals.	2010	In progress	
5. Continue with the testing of the retro-reflectivity of traffic signs.	2008	ongoing	
6. Develop and implement programs to ensure City meets Legislative requirements (i.e. to ensure the minimum sight line of 65.0 metres is achieved viewing a stop sign) and to ensure all other regulatory and warning signs are clearly visible and meet all installation guidelines.	2010	ongoing	

2011-12 Business Plan

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Top 3 Objectives)			
<u>Capital Planning and Infrastructure Division:</u> <ol style="list-style-type: none"> 1. The completion and successful delivery of all approved 2011 capital project designs, as well as the completion and successful delivery of any Capital Project designs from previous years. 2. Development of a 5 year pavement management program for the years 2012-2016. 3. Implementation of Asset Management Strategic Plan 	<p>2011</p> <p>2011</p> <p>2014</p>	<p>To deliver capital designs within planned timelines</p> <p>A five-year priority listing of pavements for use in capital project planning</p> <p>Completion of year 1 goals from Commission's Asset Management Strategic Plan</p>	<p>None</p> <p>None</p> <p>None</p>
<u>Construction Services Division:</u> <ol style="list-style-type: none"> 1. Manage capital projects in the construction phase to ensure their successful completion within budget and within the timelines specified. 2. Reduce the amount of money being spent on outside consulting services for contract administration by hiring additional staff. 	<p>2011</p> <p>2011</p>	<p>Delivery of all capital projects within budget and on time.</p> <p>Reduction in future Capital Budget requests.</p>	<p></p> <p>Additional Municipal Services Inspector</p>
<u>Traffic Engineering Services Division</u> <ol style="list-style-type: none"> 1. Continue with the review of the City's traffic signals to ensure they are all operating at an appropriate level of Service (for volume, delay, capacity). Review signal coordination on the City's main arterial roads. 2. Continue with the testing of the reflectivity sheeting on existing stop signs to ensure that they meet industry standards based on pilot program completion in 2008. 3. Continue with the annual testing of the retro-reflectivity of the applied paint and beads during our pavement marking program. 	<p>ongoing</p> <p>ongoing</p> <p>ongoing</p>	<p>To maintain an acceptable level of service at each intersection.</p> <p>To ensure stop sign inventory meets Legislative requirements.</p> <p>To ensure all pavement markings meet Legislative requirements.</p>	<p>none</p> <p></p> <p>Additional Traffic Technician</p>

2011-12 Business Plan

2012 (Top 3 Objectives)

<p><u>Capital Planning and Infrastructure:</u></p> <ol style="list-style-type: none"> 1. The completion and successful delivery of all approved 2012 capital project designs, as well as the completion and successful delivery of any Capital Project designs from previous years. 2. Improve the capital planning process to integrate output from the pavement management program with sidewalk, street lighting watermain and sewer infrastructure needs and provide more accurate budgeting. Including the provincial legislative requirements for Bridge Inspections and any associated rehabilitation. 3. Implementation of Asset Management Strategic Plan 	<p>2012</p> <p>2012</p> <p>2014</p>	<p>To deliver capital designs within planned timelines</p> <p>A five-year cross asset renewal program</p> <p>Completion of year 2 goals from Commission's Asset Management Strategic Plan</p>	<p>Additional Design Draftsperson and Project Manager</p> <p>Additional Design Draftsperson and Project Manager</p> <p>Additional Design Draftsperson and Project Manager</p>
<p><u>Construction Services:</u></p> <ol style="list-style-type: none"> 1. Manage capital projects in the construction phase to ensure their successful completion within budget and within the timelines specified. 2. Reduce the amount of money being spent on outside consulting services for contract administration by hiring additional staff. 	<p>2012</p> <p>2012</p>	<p>Delivery of all capital projects within budget and on time.</p>	<p>Additional Project Manager</p> <p>Additional Project Manager</p>
<p><u>Traffic Engineering:</u></p> <ol style="list-style-type: none"> 1. Continue with the review of the City's traffic signals to ensure they are all operating at an appropriate level of Service (for volume, delay, capacity). Review Signal coordination on the City's main arterial roads. 2. Continue with the testing of the reflectivity sheeting on existing stop signs to ensure that they meet industry standards based on pilot program completion in 2008. 3. Continue with the annual testing of the retro-reflectivity of the applied paint and beads during our pavement marking program. 	<p>ongoing</p> <p>ongoing</p> <p>ongoing</p>	<p>To maintain an acceptable level of service at each intersection.</p> <p>To ensure stop sign inventory meets Legislative requirements.</p> <p>To ensure all pavement markings meet Legislative requirements.</p>	<p>Additional Traffic Analyst</p>

2011-12 Business Plan

Key Performance Indicators:

Capital Planning and Infrastructure:

- Percentage of design completed and works in progress within current capital budget year.
- Level of service of pavement management program
- Total number of surveys completed per FTE

Construction Services:

- Final Contract price as a percentage of tendered prices.
- Total Budget vs. Number of contracts
- Number of permits per FTE

Traffic Services:

- Number of requests processed per FTE
- Number of studies in progress per FTE

2011-12 Business Plan

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

Traffic:

As the city continues to grow in population and the road network increases, programs to meet Legislative requirements and industry standards/guidelines should be maintained. To ensure this work is completed additional staff compliments are required to achieve the departments goals.

Construction:

As the capital budget increases, so does the need to control costs on these projects. By the adding of additional staff we can provide increased scrutiny of these projects to ensure that the project come in within budget.

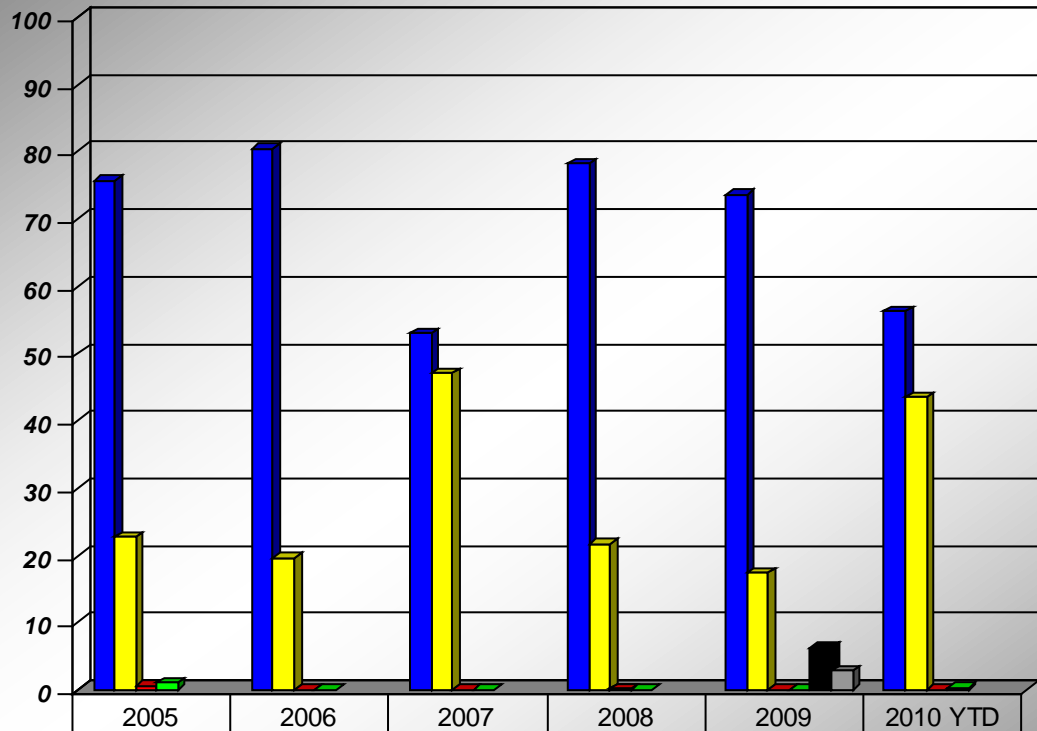
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

2011-12 Business Plan

Capital Planning and Infrastructure

Percent of Design Completed Within Current Capital Budget Year



	2005	2006	2007	2008	2009	2010 YTD
% of work completed	75.6	80.4	53	78.2	73.61	56.2
% of work in progress	22.7	19.6	47	21.6	17.37	43.5
% of work cancelled	0.6	0	0	0.2	0	0
% of work deferred	1.1	0	0	0	0	0.3
% of work on going					6.15	
% York Region Undertaking					2.87	

Key Conclusion:

Unable to complete all design work in any fiscal year with current staffing resources, and delays in external agency approvals and/or property acquisition issues.

Notes about the Measure:

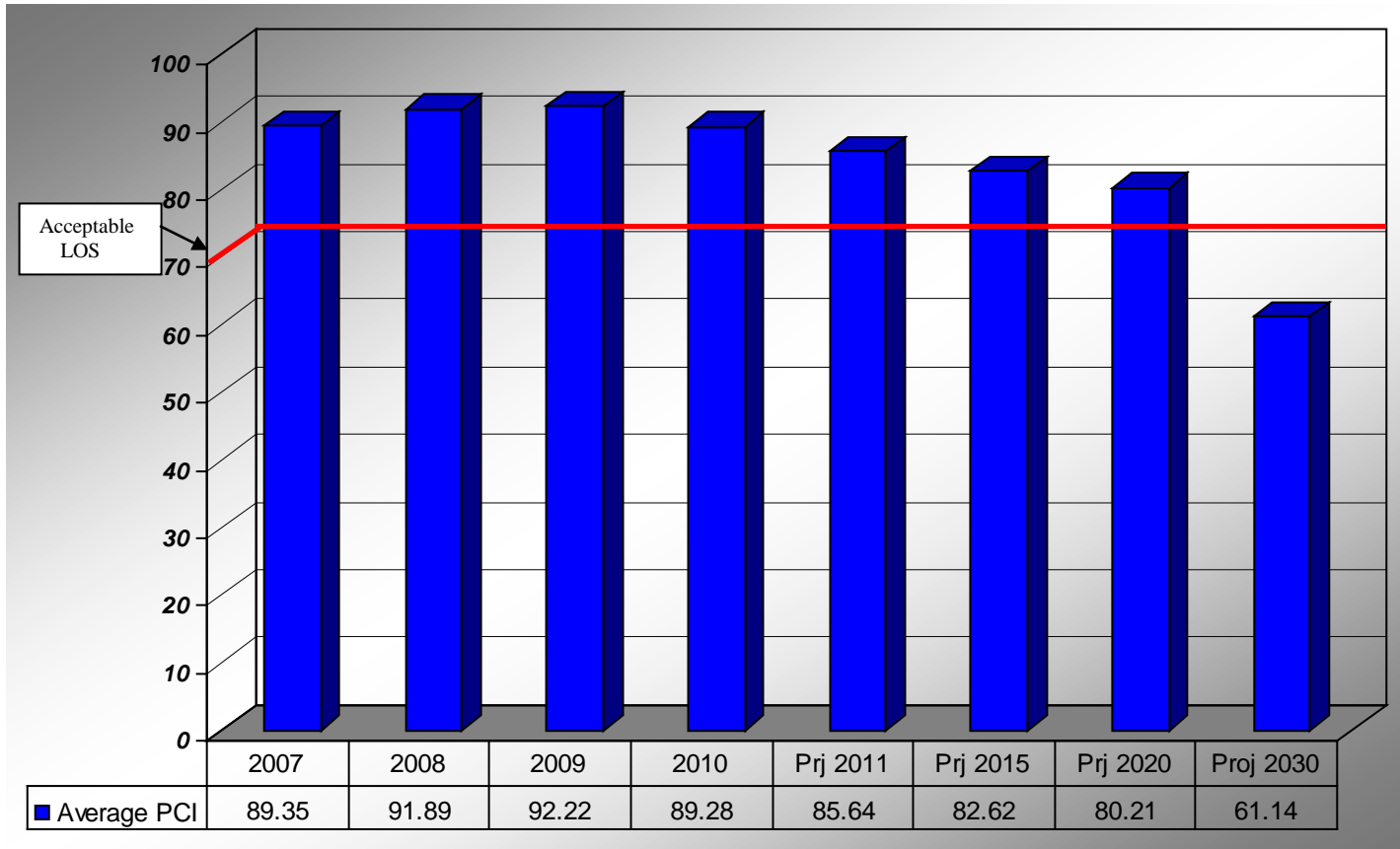
Some major design projects may overlap into the following budget year due to their magnitude, availability of resources or external factors such as various governing agency approvals.

2011-12 Business Plan

Capital Planning and Infrastructure

Pavement Management Program – Level of Service

To maintain a minimum overall average network rating measured by the Pavement Composite Index (PCI) of 70 out of 100 possible points.



Key Conclusion:

Average network condition is decreasing annually due to current funding levels.

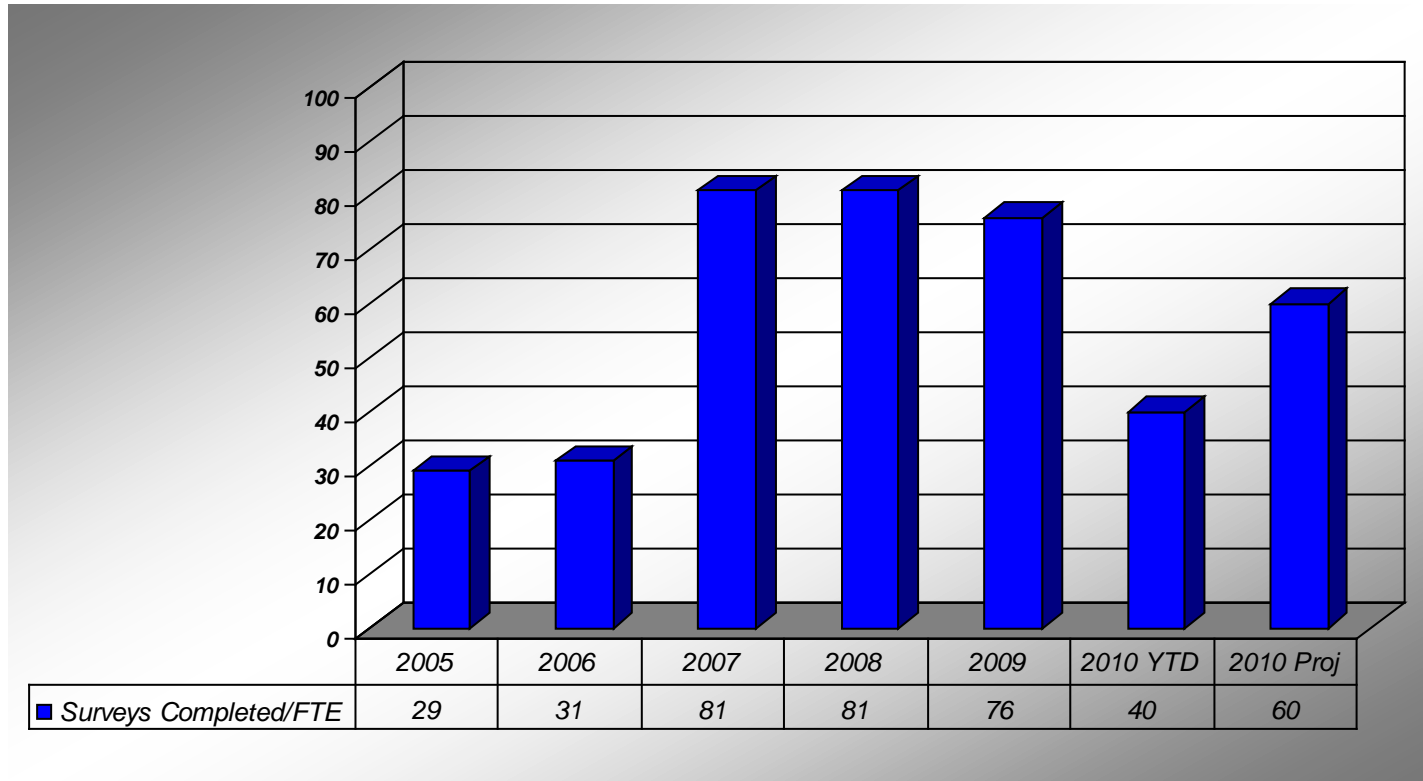
Notes about the Measure:

Current average network condition is high given that most of the road network was built within the last 25 years and exceeds our Level of Service. Future funding levels will need to increase to slow the decline and maintain the Level of Service.

2011-12 Business Plan

Capital Planning and Infrastructure

Total Number of Surveys Completed per FTE



Key Conclusion:

On average, an additional 2.79 FTE's are required to complete the requested number of surveys per year as requests for this service has increased both internally and externally.

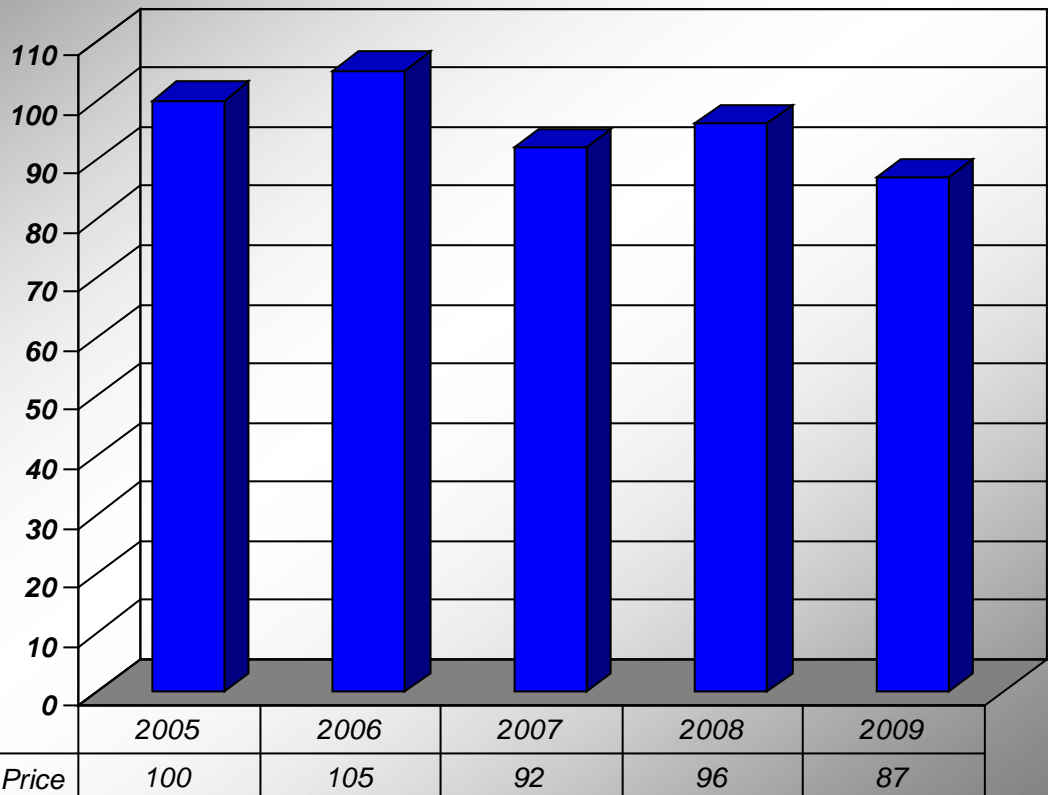
Notes about the Measure:

Surveys are completed by 2 FTE's (Instrument Person I, Instrument Person II). The increased work has traditionally been accommodated by summer students which are now required across the department to assist with backlog in work from other sections. Surveys are contracted due to lack of resources and meet demand of City Departments. In addition to the surveys above, 6 topographic surveys were done by outside resources in 2010.

2011-12 Business Plan

Construction Services

Final Contract Price as a Percent of Tendered Price



Key Conclusion:

A contingency allowance of 10% is provided for construction projects, and is included so projects completed at **100%** of contract tender price are within the normal contingency amounts considered acceptable. Contracts completed at more than **100%** of tender price indicate additional unforeseen work or design issues. These projects are often delayed as well.

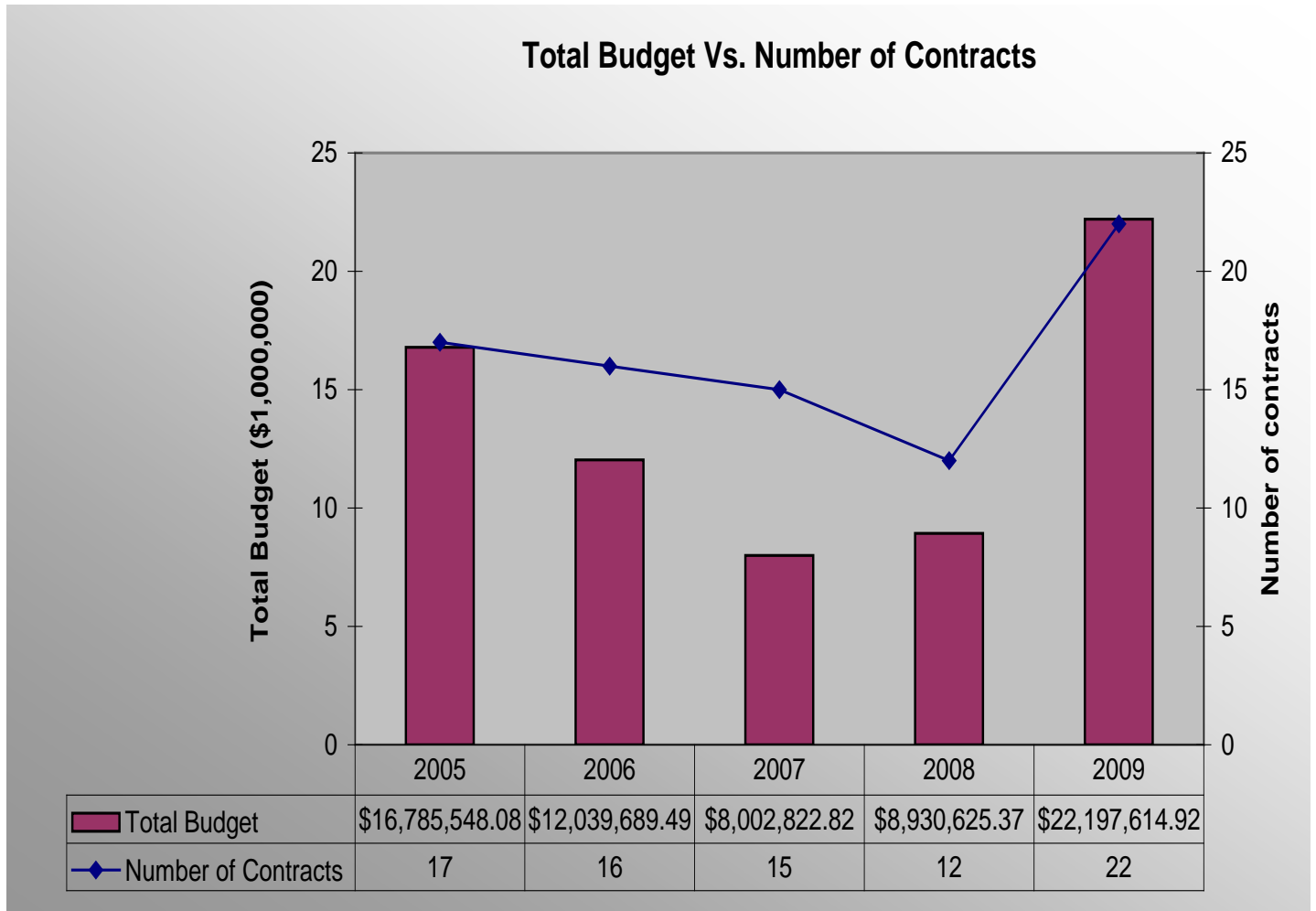
Notes about the Measure:

This measure is an indication of the adequacy of design and the effectiveness of field supervision, but can also be attributable to unforeseen issues on a project that are beyond the City's control. The 2010 contracts are not included as the final construction costs are not yet available.

2011-12 Business Plan

Construction Services

Total Capital Budget vs Number of Contracts



Key Conclusion:

As the City continues to grow, so too does the infrastructure that services our residents. As part of the ongoing management of the City's assets, capital budgets will continue to increase to ensure an appropriate level of service. Large amounts of the Capital Budget have been directed toward Pavement Management.

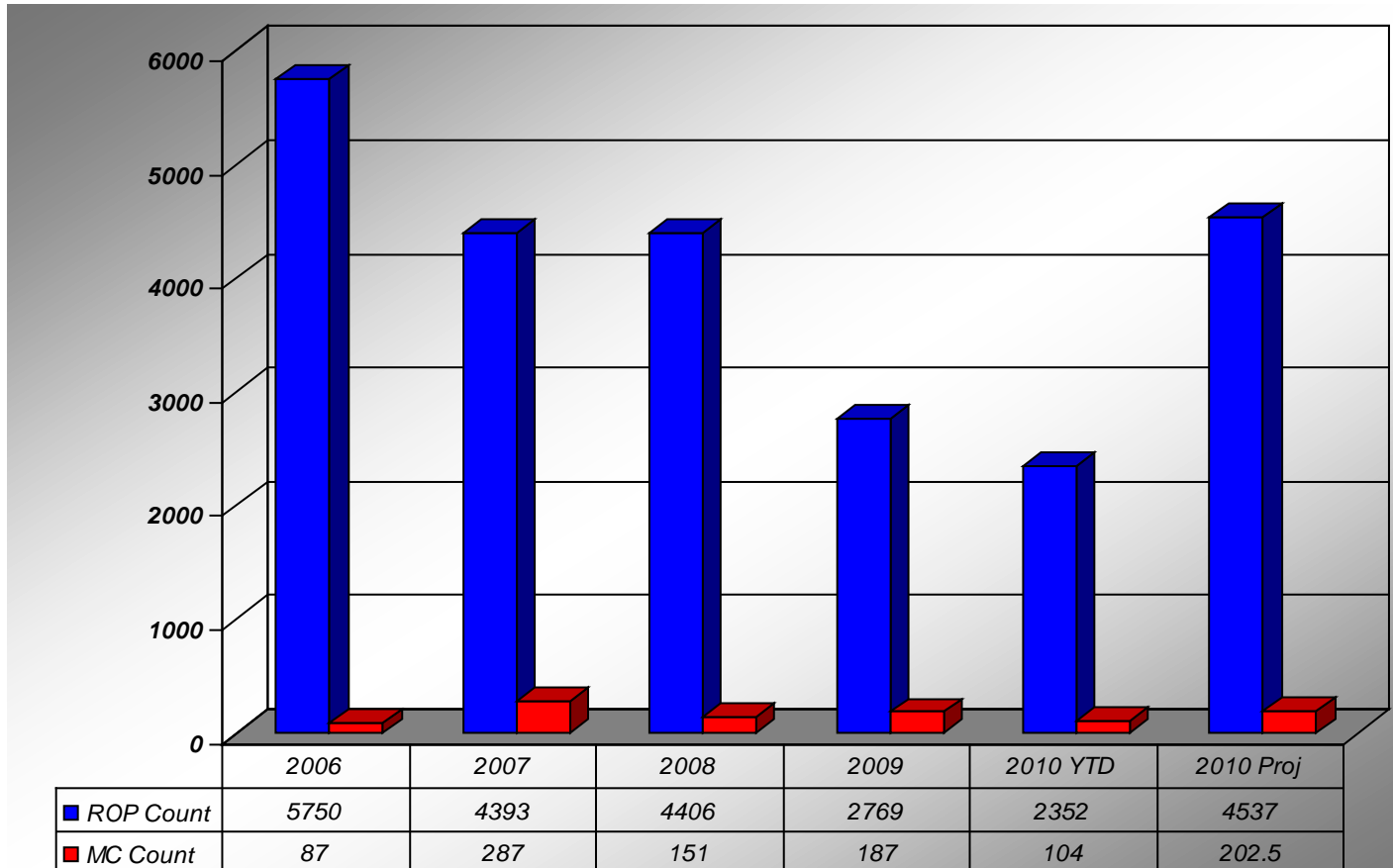
Notes about the Measure:

Although there may be a reduction in the capital budget on a year to year basis, long term forecasts and trends show a significant increase in Capital Budget requirements.

2011-12 Business Plan

Construction Services

Number of Permits per FTE



Key Conclusion:

The cost of the Utility Coordinator's position is recovered through municipal access agreement, road occupancy permit and municipal consent fees. The number of municipal consents has increased since 2006 since Bell Canada and Rogers Cable have entered into a municipal access agreements with the City of Vaughan which has established requirement for municipal consent, therefore, encouraging the utilities to apply for and obtain municipal consent.

The number of permits has decreased and the number of complaints has increased since 2006. Both trends are caused by the decreased field inspections. Field inspections are necessary to track the utility contractors working in the right of way and to ensure that the contractors have obtained a ROP for their work. They are also necessary to ensure that the restorations are being completed as per our standards. Restorations are the primary complaint by citizens.

Notes about the Measure:

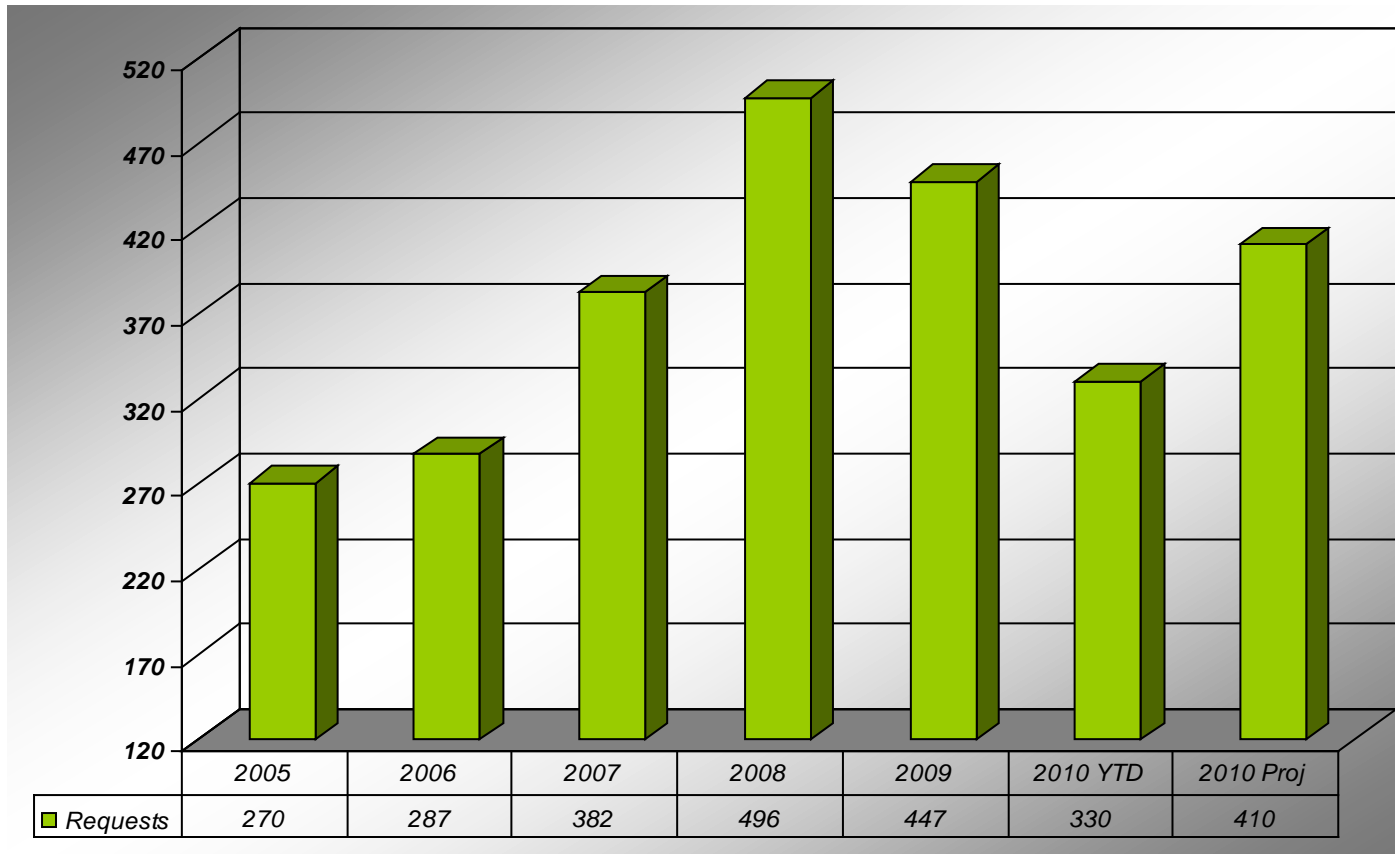
The number of Road Occupancy, Municipal Consents, field Investigations and Complaint Resolutions has risen however; Utility Coordination has been operating with a consistent level of staff. A program developed in house was modified to improve the tracking of R.O.P. Currently, we are reviewing the option to automate the municipal consent application. It is anticipated that by automating the application, it will decrease the amount of time spent approving the applications and provide more time for field investigation and inquiry into citizen complaints.

2011-12 Business Plan

Traffic Services

Number of Requests Processed per FTE

The number of studies completed per FTE



Key Conclusion:

The number of studies completed by Traffic Services has increased over 50% from 2005 to 2010. As a result, the average time to complete requests and respond has risen, which has resulted in a reduction in the level of service.

Notes about the Measure:

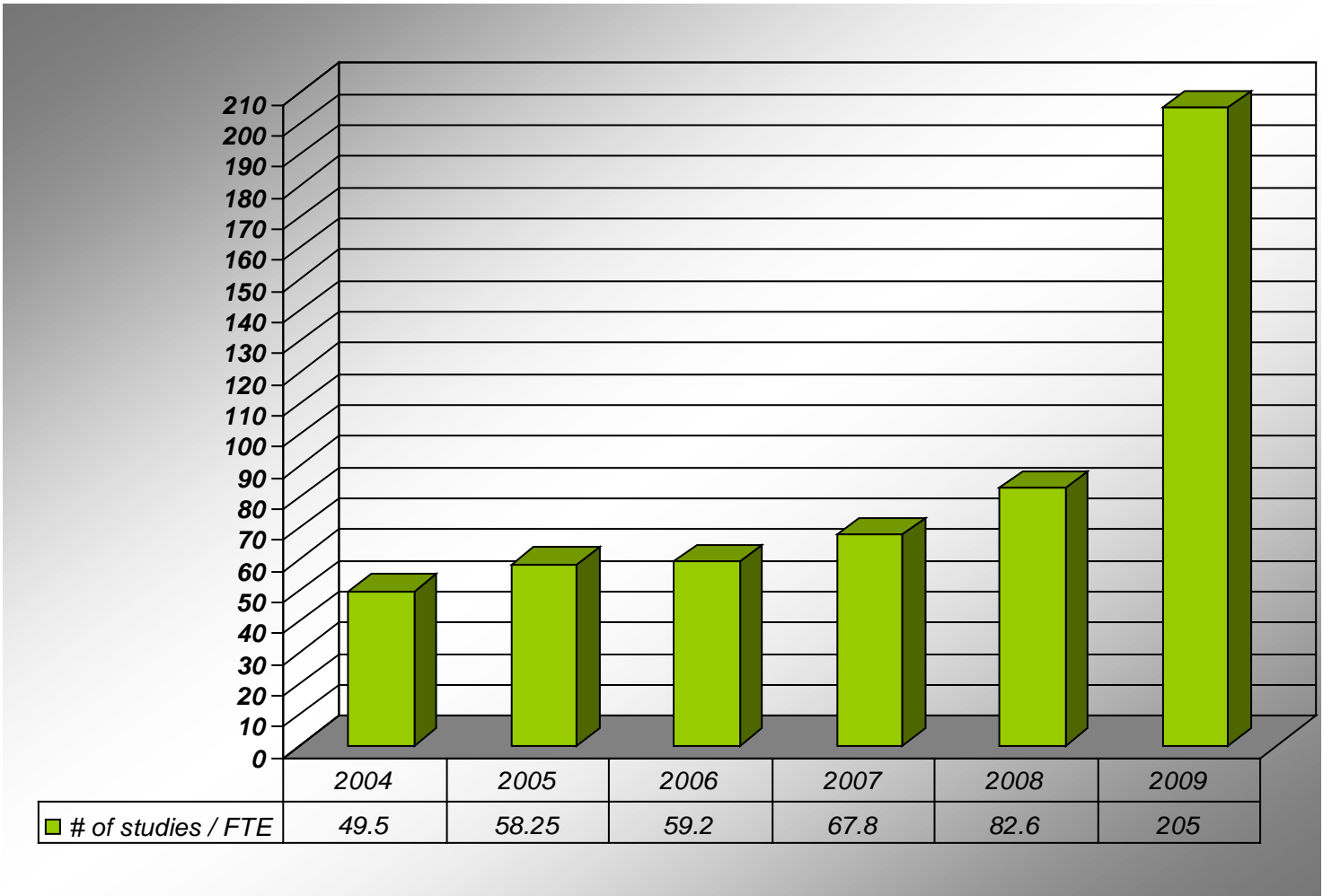
A request is a single correspondence received by staff and within a request there can be one study pertaining to the matter (i.e. an intersection study for an all-way stop) or two or more pending on the nature of the concern.

2011-12 Business Plan

Traffic Services

Number of Studies in Progress per FTE

Number of studies undertaken per FTE



Key Conclusion:

There has been a significant increase in the number of studies undertaken by Traffic Services. With continued development, this trend will continue in the go forward. Moreover, as the City grows, traffic studies will become more complex and require greater analysis, such as infiltration studies, that require additional resources to undertake. Outsourcing of routine studies has created additional capacity.

Notes about the Measure:

Typically, studies are completed within the calendar year. However, any requests received during the winter and summer months are carried forward to the fall and spring, respectively, to maintain the accuracy of completed studies. Radar studies are not completed in winter(December to February) due to weather conditions. Turning Movement studies are not completed during the summer months(July and August) due to changes in travel pattern and lower traffic volumes.



Engineering Services Department

2011-12 Business Plan

August 30, 2010

Commissioner Sign-off

Date





**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary

Department **Business Unit Name** (if applicable)

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	70,648	-	70,648	-	70,648
Other continuous costs	700	-	700	-	700
One-time expenses	4,000	(4,000)	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 75,348	\$ (4,000)	\$ 71,348	\$ -	\$ 71,348
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

As a result of the continued growth and development of the City, the transportation network (consisting of roads, sidewalks and walkways) has expanded considerably. Concerns about the efficient movement of vehicular traffic, as well as pedestrian and cyclist safety within the transportation network continue to be a high priority for the City's residents. In order to maintain an appropriate level of service to both residents as well as Traffic Engineering Services staff an additional Administrative Assistant is required. This staff member would assist in meeting prescribed deadlines pertaining to Council and resident inquires, clerical preparation of Council reports, tenders, quotations, contract payments, scheduling of Public Information Meetings/ Notices, telephone and counter coverage.

Milestones or Deliverables	Timelines	Comments
Improve service delivery times on inquiries		response times to Councillor inquiries have diminished significantly

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

This resource would provide support to Traffic Engineering Services staff within the Department.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Administrative Assistant						
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), by completing the following:							
Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
* Select either - General Correlation or Mandatory for Success from drop box							
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
<p>Additional clerical support is required to provide the expected standard of service within the Engineering Services Department - Traffic Engineering Services Division.</p> <ul style="list-style-type: none"> - Pursure Excellence in Service Delivery - Enhance & Ensure Community Safety, Health & Wellness 							
3) Business Plan Link & Related Performance Indicators							
Please relate request to Department Business Plan							
<p>This staff member would interact daily with the Councillor's office, residents, consultant, outside agencies and staff inquiries. The Administrative Assistant will provide clerical support to the technical staff of Traffic Engineering by assisting in the preparation of Council reports; scheduling, tracking & timely completion of traffic studies; customer service; tenders; payment certificates; counter support; co-ordinating public information meetings, etc.</p> <p>At the present time, the technical staff of Traffic Engineering are spending considerable amounts of time carrying many of these clerical task, which is not an effective use of their technical skills, as well as preventing them from performing many of the specialized technical analysis required in their role. Without this Administrative Assistant, the required level of service cannot be provided to to our stake holders.</p>							
4) Benefits - Efficiencies & Effectiveness							
Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.							
<p>The Administrative Assistant will provide assistance to the staff of the Traffic Engineering Division to further promote and significantly improve communication to the residents and other stake holdes, better time management of technical staff in the preparation of reports to Council, promote more effective use of technical staff time, as well as the clerical functions as stated above.</p> <p>At the present time, Traffic Engineering staff are struggling to keep up with the traffic studies and requests, many of which are received through the Councillor's office. By providing improved clerical support, it will improve staff productivity within Traffic Engineering with the result of improved response times to requests as stated above.</p>							
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
<p>Additional resources are required to address the increased demands on this essential service. The Traffic Engineering Division will also continue to explore outsourcing as a means to create more capacity to undertake the necessary traffic studies. However, the responses to the residents and Councillors following a traffic study must still be undertaken by staff.</p>							

Request Title	Administrative Assistant
----------------------	---------------------------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

The delay in response times due to the increasing number of public inquires is significantly reducing the level of service provided as well as creating a negative perception of staff to residents. By utilizing an Administrative Assistant, it will allow Traffic Engineering staff more time to undertake the technical research and analysis and reduce response times. The Administrative Assistant will also assist in improving customer service by helping to ensure inquiries are tracked and responded to in a timely manner.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.) Highway Traffic Act, Ontario Traffic Manuals

What are the compliance requirements?

Comments

Current status of compliance:

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments
Please describe the type and nature of risk

Probability of Risk Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Pursue Excellence in Service Delivery to Councillor's office(s)/residents/staff
Enhance & Ensure Community Safety, Health & Wellness

Current service level vs. target

Request Title	Administrative Assistant			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	53,035	-
2	* Benefits	(See sect. 8&9)	14,355	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	700	-
4				
5				
6				
7	<blank>			
Subtotal		68,090	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	4,000	(4,000)
2				
3				
Subtotal		4,000	(4,000)	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		72,090	(4,000)	-
ASSOCIATED CAPITAL FUNDING		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	1.00	-	
FTE's	(calculated field - sect. 8&9)	1.00	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	1.00	-	

Request Title	Administrative Assistant
---------------	--------------------------

8) 2011 Complement Details

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.

2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Adminstrative Assistant			
Estimated start date (dd-mm-yy to dd-mm-yy)	1/1/2011			
# of positions requested	1			1.00
Full-time equivalents (FTEs)	1			1.00
Position type	Full-time			
Position agreement classification				
If contract, specify term (dd mm-yy to dd-mm-yy)				
Business unit # and object code	2054001.701			
Grade level	G			
Est. starting step	start			

2011 Complement Annual Cost Detail

Annual full-time \$	55,793			55,793
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$	500			500
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	14,355	-	-	14,355
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 70,648	\$ -	\$ -	\$ 70,648

Continuous costs	(BU & Acct #.)			
1) Office supplies.	2054001.7200	200		200
2) Overtime	2054001.7012			-
3) Training	2054001.7115	500		500
4) <blank>				-
Subtotal		\$ 700	\$ -	\$ 700

One-time costs	(BU & Acct #.)			
1) Computer equip.	2054001.7211.01	2,000		2,000
2) Office Furniture	2054001.721	2,000		2,000
3) Other				-
Subtotal		4,000	-	4,000

Total 2011 Complement Annual Costs	\$ 75,348	\$ -	\$ -	\$ 75,348
---	------------------	-------------	-------------	------------------

Additional Comments:

Request Title	Administrative Assistant
---------------	--------------------------

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
---	-------------	-------------	-------------	-------------

Additional Comments:



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (if applicable)

Department **Business Unit Name**

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	116,027	-	116,027	-	116,027
Other continuous costs	5,300	-	5,300	-	5,300
One-time expenses	4,200	(4,200)	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 125,527	\$ (4,200)	\$ 121,327	\$ -	\$ 121,327
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

As a result of continued growth and development in the City, the transportation network has expanded considerably. Concerns about the efficient movement of vehicular traffic, as well as pedestrian and cyclist safety within the transportation network continue to be a high priority for the City's residents. Leadership is required in the Traffic Engineering Division to help address the City's traffic gridlock concerns, work with Regional government on transit initiatives, and ensure the safety of all users of the City's roads, sidewalks and walkways. The Manager will be an integral component to assist and ensure delivery of projects as part of the City's Pedestrian and Cycling Master Plan.

Milestones or Deliverables	Timelines	Comments
Develop required service programs		Ensure City is compliant with all Legislative requirements
Implementation of Pedestrian/Cycling Master Plan		Delivery of required projects as part of the Master Plan
Improve service delivery times on inquiries		Response times to Councillor inquiries have diminished significantly

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

This position will continue to work closely with the Public Works Department as many of the programs involving the traffic sign inventory, are maintained by the sign crew in PW.

A number of the projects in the Pedestrian and Cycling Master Plan will be undertaken collaboratively with Development/Transportation Engineering. Also, new programs that will be developed to ensure Legislative compliance, may have an impact on developer's responsibilities in new subdivisions.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Manager of Traffic Engineering
----------------------	---------------------------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
						Q1/11	

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

As the Speed Compliance Program was launched in collaboration with York Region Police - 4 District, other opportunities to leverage our resources within this relationship must be further developed, to achieve synergies for both organizations. Public safety is a priority to both organizations, as we both serve the citizens of Vaughan.

- Pursure Excellence in Service Delivery
- Enhance & Ensure Community Safety, Health & Wellness

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The Manager will provide needed leadership in the Traffic Engineering Division. Demands on the Director currently limit opportunities to champion community initiatives, and interact regularly with the Councillor's office, residents, consultants and outside agencies. New programs must be developed to ensure that the City is meeting all current Legislative requirements, as well as represent the City on Technical Advisory Committees that help develop industry standards and guidelines. The Manager will review the delivery of all existing programs to ensure current staff complement are being utilized in the most efficient manner. This review will optimize the business processes within Traffic Engineering, reducing delivery times on traffic studies, and improving customer service.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

As Vaughan continues to grow, concerns and complaints about traffic movement and public safety on the City's roads, sidewalks and walkways, have significantly escalated. New programs will result in compliance with Legislative requirements, while improving the safety of our citizens. This will in public sentiment towards City staff and services. The operational review will also ensure that business processes are optimized, and that all existing resources are effectively utilized before additional resource requests are considered.

Working collaboratively with other government agencies will help develop opportunities to explore alternative traffic management techniques (together with transit) to alleviate traffic congestion.

5) Alternatives

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

Limited success will be achieved without a change of the service delivery model in Traffic Engineering.

Request Title	Manager of Traffic Engineering
----------------------	---------------------------------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

The City is currently not meeting Legislative requirements within the Traffic Engineering Division. Increasing traffic congestion will also plague the citizens and businesses in Vaughan. Traffic solutions (that involve transit) must be reviewed and considered. Increased pedestrians and cyclists on the City's roads, sidewalks and walkways will also require new ways to help ensure that they can co-exist.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.) Highway Traffic Act, Ontario Traffic Manuals

What are the compliance requirements?

Comments

Current status of compliance:

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

Probability of Risk Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Pursue Excellence in Service Delivery to Councillor's office(s)/residents/staff
Enhance & Ensure Community Safety, Health & Wellness

Current service level vs. target

Request Title	Manager of Traffic Engineering			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	92,452	-
2	* Benefits	(See sect. 8&9)	23,575	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	5,300	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		121,327	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	4,200	(4,200)
2	<blank>			
3	<blank>			
Subtotal		4,200	(4,200)	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
TOTAL OPERATING BUDGET CHANGE		125,527	(4,200)	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	1.00	-	
FTE's	(calculated field - sect. 8&9)	1.00	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	1.00	-	

Request Title	Manager of Traffic Engineering
---------------	--------------------------------

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title	Manager			
Estimated start date (dd-mm-yy to dd-mm-yy)	1/1/2011			
# 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 term (dd mm-yy to dd-mm-yy)				
Business unit # and object code	2054001.7010			
Grade level	9			
Est. starting step	1			

<u>2011 Complement Annual Cost Detail</u>				
Annual full-time \$	92,452			92,452
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)		-	-	-
* Annual benefits (<i>calculated field</i>)	23,575	-	-	23,575
* FT contract benefits in lieu (<i>calculated field</i>)		-	-	-
Subtotal	\$ 116,027	\$ -	\$ -	\$ 116,027

Continuous costs		(BU & Acct #.)			
1)	Membership	2054001.7105	1,500		1,500
2)	Mileage	2054001.7100	1,200		1,200
3)	Training	2054001.7115	2,000		2,000
4)	Cell usage	2054001.7122.01	600		600
Subtotal			\$ 5,300	\$ -	\$ 5,300

One-time costs		(BU & Acct #.)			
1)	Computer equip.	2054001.7211.01	2,000		2,000
2)	Office equip.	2054001.721	2,000		2,000
3)	Cell Phone	2054001.7122.02	200		200
Subtotal			4,200	-	4,200

Total 2011 Complement Annual Costs	\$ 125,527	\$ -	\$ -	\$ 125,527
---	-------------------	-------------	-------------	-------------------

Additional Comments:

Request Title	Manager of Traffic Engineering
---------------	--------------------------------

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
---	-------------	-------------	-------------	-------------

Additional Comments:



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary

Department **Business Unit Name** (if applicable)

Request Title

Annual Budget Change Summary					
Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	87,894	-	87,894	-	87,894
Other continuous costs	6,150	-	6,150	-	6,150
One-time expenses	3,700	(3,700)	-	-	-
Offsets/reductions	(97,744)	3,700	(94,044)	-	(94,044)
Net Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

In 2011, Engineering Services will implement a new 5 year capital program (2012-2016). Unlike the previous 5 year capital program, that merely included pavement management, Engineering Services must incorporate all linear infrastructure in the new plan. As a result, both the total value and number of construction projects will increase, in order that these assets are maintained at an acceptable level of service.

The Department has relied on external resources to carry out contract administration for the Capital Budget projects during construction. A large amount of these costs can be reduced with an additional Municipal Service Inspector.

Milestones or Deliverables	Timelines	Comments
Reduce \$ on consulting fees for contract administration	2011	Additional resources will result in annually savings in Capital Budgets

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

Fleet Service as this staff member will require a City vehicle.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Municipal Services Inspector
----------------------	-------------------------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Asset Management Strategy	19	ongoing		Medium	General Correlation		

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

One of the strategic initiatives in the Vaughan Vision 2020 is to Maintain Assets & Infrastructure. This request will aid in delivering the capital program, aiding in maintaining the City's linear infrastructure (roads, watermain, sewers, sidewalks, bridges and street lighting). Being able to deliver the capital program with greater efficiency will ensure that the Asset Management Strategy will achieve its goal of maintaining the City's assets and providing an optimal level of service.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The Municipal Services Inspector will aid in improving the Department's overall delivery of Capital Budget projects during construction, in a more efficient manner.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

This request will help improve the overall delivery of Capital Budget projects during construction. By carrying out contract administration with City staff, provides an opportunity for tighter controls on contractor's workmanship, fewer extra work orders, as well as improved timelines for project delivery. In addition, less time will be allocated for the procurement and management of external resources. The citizens of Vaughan will also benefit from this ARR, in that; Engineering Services staff will have greater involvement in projects, that will result in faster response times to resident issues/inquiries during construction, greater support by knowledgeable City staff (versus consultant's staff who may not be familiar with City policies, procedures and processes) that will result in significantly improved customer service. The cost of an additional Municipal Services Inspector for contract administration will result in greater savings in the Capital Budget.

5) Alternatives

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

The alternative to an additional Municipal Services Inspector would be to continue to utilize consultants to undertake contract administration. This is not the preferred alternative as it is not the most efficient method of undertaking contract administration for Capital Budget projects during construction. The costs associated for retaining the services of consultants for contract administration are extensive and can be significantly reduced with the addition of Municipal Services Inspector.

Request Title	Municipal Services Inspector
----------------------	-------------------------------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

It is generally felt that employees of a municipality are closely tied to the community and provide a high level of service to its residents (as opposed to external resources). The communication model is simplified when stakeholders are only required to deal with a City employee (single point of contact) for any project inquiry. In addition, inquiry response times will be reduced due to the fact that the in-house staff are intimately involved with the project.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Current status of compliance:

Comments

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

Probability of Risk Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

Request Title	Municipal Services Inspector			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	70,035	-
2	* Benefits	(See sect. 8&9)	17,859	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	6,150	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		94,044	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	3,700	(3,700)
2	<blank>			
3	<blank>			
Subtotal		3,700	(3,700)	-
OFFSETS - cost savings, reductions, etc				
1	Roads Reserve		(78,195)	2,960
2	Water/Wastewater Recovery		(19,549)	740
3	<blank>			
Subtotal		(97,744)	3,700	-
<u>TOTAL OPERATING BUDGET CHANGE</u>		-	-	-
ASSOCIATED CAPITAL FUNDING		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
<u>TOTAL ASSOCIATED CAPITAL FUNDING</u>			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	1.00	-	
FTE's	(calculated field - sect. 8&9)	1.00	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	1.00	-	

Request Title	Municipal Services Inspector
---------------	------------------------------

8) 2011 Complement Details

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.

2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Municipal Services Inspector			
Estimated start date (dd-mm-yy to dd-mm-yy)	4/4/2011			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify term (dd mm-yy to dd-mm-yy)				
Business unit # and object code	2054001.701			
Grade level	J			
Est. starting step	Start			

2011 Complement Annual Cost Detail

Annual full-time \$	66,035			66,035
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$	4,000			4,000
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	17,859	-	-	17,859
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 87,894	\$ -	\$ -	\$ 87,894

Continuous costs	(BU & Acct #.)			
1) Mileage		400		400
2) cellular		600		600
3) office supplies		300		300
4) Other		4,850		4,850
Subtotal		\$ 6,150	\$ -	\$ 6,150

One-time costs	(BU & Acct #.)			
1) Computer equip.		1,500		1,500
2) Office equip.		2,000		2,000
3) Other		200		200
Subtotal		3,700	-	3,700

Total 2011 Complement Annual Costs	\$ 97,744	\$ -	\$ -	\$ 97,744
---	------------------	-------------	-------------	------------------

Additional Comments:
 Continuous Costs Other= memberships- \$250, training- \$2000, Ppe/clothing/small tools- \$1000, - Cell phone
 time cost other are Vehicle - \$25000 and Cell phone

Request Title	Municipal Services Inspector
---------------	------------------------------

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				

2012 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
---	-------------	-------------	-------------	-------------

Additional Comments:



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (if applicable)

Department **Business Unit Name**

Request Title
Technician originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	-	2.00	2.00	-	2.00
Net FTE's	-	2.00	2.00	-	2.00
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	-	143,349	143,349	-	143,349
Other continuous costs	-	-	-	-	-
One-time expenses	-	-	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ -	\$ 143,349	\$ 143,349	\$ -	\$ 143,349
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

As a result of the continued growth and development of the City, the transportation network (consisting of roads, sidewalks and walkways) has expanded considerably. Concerns about the efficient movement of vehicular traffic, as well as pedestrian and cyclist safety within the transportation network continue to be a high priority for the City's residents. In order to maintain an appropriate level of service to the residents and reduce response times a Traffic Technician and Traffic Technologist are required. These positions will assist in the continuation of the newly developed Speed Compliance Program (in 2010) collaboratively with York Regional Police. Additional equipment has been procured to ensure the success of this program.

Milestones or Deliverables	Timelines	Comments
Improve service delivery times on inquiries		increase capacity to undertake more traffic studies and analyses

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

None

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Traffic Technician / Traffic Analyst
	Technician originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
				Low	General Correlation	Q1/11	

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

The Traffic Technician and Traffic Technologist will maintain and collect traffic data on city roadways as well as assist in the delivery of on-going programs. New programs, such as road safety audits, must be developed to ensure the safety of all users of the City owned roads, sidewalks and walkways.

- Pursure Excellence in Service Delivery
- Enhance & Ensure Community Safety, Health & Wellness

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The Traffic Technician and Traffic Technologist will assist in maintaining traffic data on the current asset inventory as well as collect data on the new streets that are added to the City's inventory through development. These positions will also create more capacity to allow collecting the most recent traffic data for staff responses to Council, residents, and outside agencies. To continue the implementation of the Speed Compliance Program (in collaboration with the York Regional Police), additional equipment is being purchased, which this staff members will assist in deploying on a regular basis, as well as collect and compile the data for analysis. The above mentioned activities will assist with improving the overall safety on city roadways for all forms of traffic.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

- will assist with the increase of requests due to new developments
- will provide additional technical support to Traffic Engineering staff that will create additional capacity within the Division
- improve communication to the residents
- better use of staff time in preparation of Council reports
- will improve productivity within Traffic Engineering section decreasing response times to requests

5) Alternatives

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

The establishment of the Speed Compliance Program (through the use of the City's Radar Speed Message Boards) is a specialized engineering service that is dealt with in-house. There are no outside agencies, that staff are aware of, to provide this service.

Request Title	Traffic Technician / Traffic Analyst
Technician originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.	
6) Implications/Consequences (if request not approved)	
A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)	
<p>The delay in response times due to the increasing number of public inquires is significantly reducing the level of service provided as well as creating a negative perception of staff to residents. The Traffic Technician and Traffic Technologist will create additional capacity within Traffic Engineering in order that more traffic studies and analyses can be undertaken, which will significantly reduce response times and improve customer service. Without these resources, the Speed Compliance Program will not be able to meet its full potential and effectiveness in responding to the increasing speeding complaints within the City.</p>	
B) Please check off how the request relates to the following:	
<p>Legislative/Regulatory Requirement</p> <p><input type="checkbox"/> None</p> <p><input checked="" type="checkbox"/> Little consequence of non compliance</p> <p><input type="checkbox"/> Significant external repercussion/penalty</p> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p style="text-align: right;">Highway Traffic Act, Ontario Traffic Manuals</p> <hr/> <p>What are the compliance requirements?</p> <div style="border: 1px solid black; padding: 2px;">To meet Provincial warrants and/or guidelines.</div> <p>Current status of compliance:</p> <hr/>	
<p>Probability of Litigation and/or Health & Safety Issues</p> <p><input type="checkbox"/> None</p> <p><input type="checkbox"/> Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring</p> <p><input type="checkbox"/> Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty</p> <p><input checked="" type="checkbox"/> Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address:</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;"> <p>Comments</p> <p>Please describe the type and nature of risk</p> </div> <p style="text-align: right;">Probability of Risk <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High</p>	
<p>Core City Service Disruption</p> <p><input type="checkbox"/> None</p> <p><input type="checkbox"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="checkbox"/> Intermittent service level impact - some public/client complaints/frustration</p> <p><input checked="" type="checkbox"/> Service failure - constant public/client complaints/aggression</p> <p>BRIEFLY DESCRIBE IMPACT: Issues, Objectives, etc.</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">Residents request for safety. Complaints of excessive vehicle speeding and intersection safety.</div> <p>Current service level vs. target</p> <hr/>	

Request Title	Traffic Technician / Traffic Analyst			
	Technician originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	113,769
2	* Benefits	(See sect. 8&9)	-	29,580
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		-	143,349	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-
2	<blank>			
3	<blank>			
Subtotal		-	-	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
<u>TOTAL OPERATING BUDGET CHANGE</u>		-	143,349	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
<u>TOTAL ASSOCIATED CAPITAL FUNDING</u>		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	-	2.00	
FTE's	(calculated field - sect. 8&9)	-	2.00	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	-	2.00	

Request Title	Traffic Technician / Traffic Analyst			
	Technician originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
8) 2011 Complement Details				
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.				
2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				
2011 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)		-	-	-
* Annual benefits (calculated field)		-	-	-
* FT contract benefits in lieu (calculated field)		-	-	-
Subtotal	\$	-	\$	-
Continuous costs	<i>(BU & Acct #.)</i>			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$	-	\$	-
One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal		-	-	-
Total 2011 Complement Annual Costs	\$	-	\$	-
Additional Comments:				

Request Title	Traffic Technician / Traffic Analyst			
	Technician originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
9) 2012 Complement Details				
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.				
2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Traffic Analyst	Traffic Technician		
Estimated start date				
# of positions requested	1	1.00		2.00
Full-time equivalents (FTEs)	1	1.00		2.00
Position type	Full-time	Full-time		
Position agreement classification				
If contract, specify term (dd mm-yyyy to dd-mm-yyyy)				
Business unit #	2054001.7010	2054001.7010		
Grade level	I	D		
Est. starting step	1	1		
2012 Complement Annual Cost Detail				
Annual full-time \$	67,351	46,418		113,769
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	17,511	12,069	-	29,580
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 84,862	\$ 58,487	\$ -	\$ 143,349
Continuous costs	(BU & Acct #)			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	(BU & Acct #)			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal	-	-	-	-
Total 2012 Complement Annual Costs	\$ 84,862	\$ 58,486.68	\$ -	\$ 143,349
Additional Comments:				



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary

Department **Business Unit Name** (if applicable)

Request Title

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 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	-	101,141	101,141	-	101,141
Other continuous costs	-	-	-	-	-
One-time expenses	-	-	-	-	-
Offsets/reductions	-	(101,141)	(101,141)	-	(101,141)
Net Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

In 2011, Engineering Services will implement a new 5 year capital program (2012-2016). Unlike the previous 5 year capital program, that merely included pavement management, Engineering Services must incorporate all linear infrastructure in the new plan. As a result, both the total value and number of construction projects will increase, in order that these assets are maintained at an acceptable level of service.

The Department has relied on external resources to carry out contract administration for the Capital Budget projects during construction. A large amount of these costs can be reduced with the addition of a Project Manager. Moreover, a number of projects will undertaken collaboratively with other levels of government (York Region, Ministry of Transportation) that will require City representation on the project team.

Milestones or Deliverables	Timelines	Comments
Reduce \$ on consulting fees for contract administration	2012	Additional resources will result in annual savings in Capital Budgets
Successful delivery of projects on time and within budget	2012	

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Project Manager
----------------------	------------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Asset Management Strategy	19	ongoing		High	Mandatory		
Implementation Plan	23			medium	General Correlation	Q2/11	

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

One of the strategic initiatives in the Vaughan Vision 2020 is to Maintain Assets & Infrastructure. This request will aid in delivering the capital program, aiding in maintaining the City's linear infrastructure (roads, watermain, sewers, sidewalks, bridges and street lighting). Being able to deliver the capital program with greater efficiency will ensure that the Asset Management Strategy will achieve its goal of maintaining the City's assets and providing an optimal level of service. The Project Manager will also provide support to Regional staff during construction of the Langstaff Rd, Teston Rd and Kirby Rd links.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The Project Manager will aid in improving the Department's overall delivery of Capital Budget projects during construction, in a more efficient manner.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

This request will help improve the overall delivery of Capital Budget projects during construction. By carrying out contract administration with City staff, provides an opportunity for tighter controls on contractor's workmanship, fewer extra work orders, as well as improved timelines for project delivery. In addition, less time will be allocated for the procurement and management of external resources. The citizens of Vaughan will also benefit from this ARR, in that; Engineering Services staff will have greater involvement in projects, that will result in faster response times to resident issues/inquiries during construction, greater support by knowledgeable City staff (versus consultant's staff who may not be familiar with City policies, procedures and processes) that will result in significantly improved customer service. The cost of a Project Manager for contract administration will result in greater savings in the Capital Budget. The Project Manager will also represent the City and protect its financial interests on collaborative projects being undertaken with other levels of government (York Region, Ministry of Transportation).

5) Alternatives

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

The alternative to a Project Manager would be to continue to utilize consultants to undertake contract administration, and utilize existing City Staff to provide limited support on collaborative projects. This is not the preferred alternative as it is not the most efficient method of undertaking contract administration for Capital Budget projects during construction. The costs associated for retaining the services of consultants for contract administration are extensive and can be significantly reduced with the addition of a Project Manager. The workloads of existing staff provide limited opportunity to provide necessary oversight on collaborative projects, with significant funding contributions by the City.

Request Title	Project Manager
----------------------	------------------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

It is generally felt that employees of a municipality are closely tied to the community and provide a high level of service to its residents (as opposed to external resources). The communication model is simplified when stakeholders are only required to deal with a City employee (single point of contact) for any project inquiry. In addition, inquiry response times will be reduced due to the fact that the in-house staff are intimately involved with the project.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Current status of compliance:

Comments

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

Probability of Risk Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

Request Title	Project Manager			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	80,271
2	* Benefits	(See sect. 8&9)	-	20,870
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		-	101,141	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-
2	<blank>			
3	<blank>			
Subtotal		-	-	-
OFFSETS - cost savings, reductions, etc				
1	Roads Reserve		(80,913)	
2	Water/Wastewater Recovery		(20,228)	
3	<blank>			
Subtotal		-	(101,141)	-
<u>TOTAL OPERATING BUDGET CHANGE</u>		-	-	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
<u>TOTAL ASSOCIATED CAPITAL FUNDING</u>		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	-	1.00	
FTE's	(calculated field - sect. 8&9)	-	1.00	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	-	1.00	

Request Title	Project Manager
---------------	-----------------

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				

2011 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)		-	-	-
* Annual benefits (<i>calculated field</i>)		-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)		-	-	-
Subtotal	\$	- \$	- \$	- \$

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$	- \$	- \$	- \$

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2011 Complement Annual Costs	\$	- \$	- \$	- \$	- \$
---	-----------	-------------	-------------	-------------	-------------

Additional Comments:

Request Title	Project Manager
----------------------	------------------------

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title	Project Manager			
Estimated start date	1/1/2012			
# 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 term (dd mm-yyyy to dd-mm-yyyy)				
Business unit #	2054001.7010			
Grade level	7			
Est. starting step	1			

2012 Complement Annual Cost Detail

Annual full-time \$	80,271			80,271
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	20,870	-	-	20,870
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 101,141	\$ -	\$ -	\$ 101,141

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ 101,141	\$ -	\$ -	\$ 101,141
---	-------------------	-------------	-------------	-------------------

Additional Comments:



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (if applicable)

Department **Business Unit Name**

Request Title

Annual Budget Change Summary					
Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	-	2.00	2.00	-	2.00
Net FTE's	-	2.00	2.00	-	2.00
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	-	182,789	182,789	-	182,789
Other continuous costs	-	-	-	-	-
One-time expenses	-	-	-	-	-
Offsets/reductions	-	(182,789)	(182,789)	-	(182,789)
Net Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

This request will facilitate the delivery of designs for the capital program. In 2011, Engineering Services will implement a new 5 year capital program (2012-2016). Unlike the previous 5 year capital program, that merely included pavement management, Engineering Services must incorporate all linear infrastructure in the new plan. As a result, the associated work load in designs will increase, in order that these assets are maintained at an acceptable level of service.

The Department has relied on external resources to deliver an increasing portion of the designs for the Capital Budget projects. 40% of the 2009 capital program was outsourced with fees totalling \$925,000. A large portion of these costs can be reduced by increasing the establishment with an additional design team. As shown above, the total annual cost for this design team is estimated at \$165,000. According to workload projections, the addition of another design team would result in a reduction of approximately \$300,000, annually, in the Capital Budget, due to the savings in outsourcing costs.

Milestones or Deliverables	Timelines	Comments
Reduce \$ on consulting fees for project designs	2013	Additional resources will save \$300k annually in Capital Budgets
Increased delivery of the approved Capital Budget	2014	Insourcing will also reduce staff time spent on procurement and oversight of consultants; In house designs typically result in projects that experience fewer overruns during construction due to better quality design

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

By reducing the dependence on external consultants for design services, fewer Request For Proposals(RFP's) will be called. This will have a positive impact on Purchasing Services Department staff in both a reduction of tender calls, as well as their time requirement when evaluating RFP's.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Project Manager & Design Draftperson (Capital Projects)
----------------------	--

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Asset Management Strategy	19	ongoing		High	Mandatory		
Implementation Plan	23			medium	General Correlation	Q2/11	

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

One of the strategic initiatives in the Vaughan Vision 2020 is to Maintain Assets & Infrastructure. This request will aid in delivering the capital program, aiding in maintaining the City's linear infrastructure (roads, watermains, sewers, sidewalks, bridges and street lighting). Being able to deliver the capital program with greater efficiency will ensure that the Asset Management Strategy will achieve its goal of maintaining the City's assets and providing an optimal level of service. This design team will also provide the design support to Regional staff in design for the Langstaff Rd, Teston Rd and Kirby Rd links.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

The top performance indicators for Capital Planning and Infrastructure relate to the completion rate of designs for Capital Budget projects, as well as establishing and maintaining an optimum level of service for all the City's linear infrastructure. The requested resource will aid in improving the Department's performance in the delivery of Capital Budget project designs, in a more efficient manner.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

This request will improve efficiencies of designs in the Capital Planning and Infrastructure Division. By undertaking more design of Capital Budget projects in-house, provides an opportunity for tighter controls on quality of work as well as timelines for completion of work. Greater control of prioritizing work and the management of resources will ensure a more effective delivery model for capital projects. In addition, less time will be allocated for the procurement and management of external resources. The citizens of Vaughan will also benefit from this ARR, in that; Engineering Services staff will have greater involvement in projects, that will result in faster response times to citizen infrastructure inquiries and improved customer service.

5) Alternatives

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

The alternative to the additional resource requests would be to continue to utilize external resources. This is not the preferred alternative as it is not the most efficient design delivery model for Capital Budget projects. The costs associated for retaining the services of consultants for design are extensive and can be significantly reduced with the addition of in-house design team. In addition, having complete control of the resources delivering the capital program will result in reduced design time requirements for projects and improving delivery rates.

Request Title	Project Manager & Design Draftperson (Capital Projects)
----------------------	--

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

It is generally felt that employees of a municipality are closely tied to the community and provide a high level of service to its residents (as opposed to external resources). The communication model is simplified when stakeholders are only required to deal with a City employee (one point of contact) for any project inquiry. In addition, inquiry response times will be reduced due to the fact that the in-house staff are intimately involved with the project.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Current status of compliance:

Comments

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

Request Title	Project Manager & Design Draftperson (Capital Projects)			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	145,071
2	* Benefits	(See sect. 8&9)	-	37,718
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		-	182,789	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-
2	<blank>			
3	<blank>			
Subtotal		-	-	-
OFFSETS - cost savings, reductions, etc				
1	Roads Reserve		(146,232)	
2	Water/Wastewater Recovery		(36,558)	
3	<blank>			
Subtotal		-	(182,789)	-
TOTAL OPERATING BUDGET CHANGE		-	-	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	-	2.00	
FTE's	(calculated field - sect. 8&9)	-	2.00	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	-	2.00	

Request Title	Project Manager & Design Draftperson (Capital Projects)
---------------	---

8) 2011 Complement Details

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

<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				

2011 Complement Annual Cost Detail

Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)		-	-	-
* Annual benefits (<i>calculated field</i>)		-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)		-	-	-
Subtotal	\$	- \$	- \$	- \$

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$	- \$	- \$	- \$

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2011 Complement Annual Costs	\$	- \$	- \$	- \$	- \$
---	-----------	-------------	-------------	-------------	-------------

Additional Comments:

Request Title	Project Manager & Design Draftperson (Capital Projects)
----------------------	--

9) 2012 Complement Details

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

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title	Project Manager	Design Draftperson		
Estimated start date	Jan-12	01/01/12		
# of positions requested	1.00	1.00		2.00
Full-time equivalents (FTEs)	1.00	1.00		2.00
Position type	Full-time	Full-time		
Position agreement classification	Mgmt/Non-union	Cupe Cler. & Tech		
If contract, specify term (dd mm-yyyy to dd-mm-yyyy)				
Business unit #	2054001.701	2054001.701		
Grade level	7	H		
Est. starting step	1	1		

2012 Complement Annual Cost Detail

Annual full-time \$	80,271	62,800		143,071
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$		2,000		2,000
* PT vacation pay (calculated field)		-	-	-
* Annual benefits (calculated field)	20,870	16,848	-	37,718
* FT contract benefits in lieu (calculated field)		-	-	-
Subtotal	\$ 101,141	\$ 81,648	\$ -	\$ 182,789

Continuous costs	(BU & Acct #.)				
1) <blank>					-
2) <blank>					-
3) <blank>					-
4) <blank>					-
Subtotal		\$ -	\$ -	\$ -	\$ -

One-time costs	(BU & Acct #.)				
1) Computer equip.					-
2) Office equip.					-
3) Other					-
Subtotal		-	-	-	-

Total 2012 Complement Annual Costs	\$ 101,141	\$ 81,648.00	\$ -	\$ 182,789
---	-------------------	---------------------	-------------	-------------------

Additional Comments:



2011-12 DRAFT OPERATING BUDGET

PUBLIC WORKS

- FINANCIAL SUMMARY
- DIVISIONAL BUSINESS PLANS
- ADDITIONAL RESOURCE REQUESTS
 - Roads Supervisor
 - Equipment Operators
 - Micro-Milling
 - Recyclable Paper Collection (moved to 2013)

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011 Account Reallocation		2011 Total Budget Variance		2012 Account Reallocation		2012 Total Budget Variance	
					\$	\$	\$	%	\$	\$	\$	%
155 - Public Works - Operations Revenue												
3500 CITY REVENUE	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
3522 Trsf. fm Res. & Res. Funds	0	0	(350,000)	0	350,000	0	350,000	-100.00%	0	0	0	0.00%
3524 Trsf. from Capital Fund	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
3550 Departmental Revenues	(26,102)	(16,793)	(27,480)	(14,300)	13,180	0	13,180	-47.96%	(14,300)	0	0	0.00%
3554 Water Sales Rev.	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
3555 W&S Administration Revenue	(380,000)	(379,600)	(420,000)	(420,000)	0	0	0	0.00%	(420,000)	0	0	0.00%
3560 Waste Wat. Sales Rev	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
3572 Joint Service Revenue	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
3574 Rev. from Recover. Expenses	(104,978)	(87,615)	(152,180)	(147,600)	4,580	0	4,580	-3.01%	(147,600)	0	0	0.00%
3586 Rentals	0	(518)	0	0	0	0	0	0.00%	0	0	0	0.00%
3588 Transit Fares	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
3612 Service Charges	(34,384)	(15,213)	(35,200)	(16,200)	19,000	0	19,000	-53.98%	(16,200)	0	0	0.00%
3614 General Revenue	(139,875)	(127,468)	(120,096)	(125,000)	(4,904)	0	(4,904)	4.08%	(125,000)	0	0	0.00%
3618 Dept. Misc. Revenues	(3,167)	(869)	0	(1,050)	0	0	0	0.00%	(1,050)	0	0	0.00%
3784 Ontario Specific Grants	(642,361)	(594,169)	(550,000)	(950,000)	(400,000)	0	(400,000)	72.73%	(950,000)	0	0	0.00%
Revenue	(1,330,867)	(1,222,245)	(1,656,006)	(1,674,150)	(18,144)	0	(18,144)	1.10%	(1,674,150)	0	0	0.00%
Labour Accounts												
7010 Full Time	2,833,533	2,876,960	2,959,675	3,027,683	68,008	0	68,008	2.30%	3,141,291	113,608	0	3.75%
7012 Overtime	136,722	115,770	109,200	112,555	3,355	0	3,355	3.07%	113,960	1,405	0	1.25%
7015 Part Time	449,836	463,314	461,700	482,045	20,345	0	20,345	4.41%	484,660	2,615	0	0.54%
7017 Benefits	801,055	759,836	825,820	845,814	19,994	0	19,994	2.42%	874,005	28,191	0	3.33%
7019 Burden	(2,398)	(1,630)	0	0	0	0	0	0.00%	0	0	0	0.00%
7037 Municipal Grants	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
Labour Account Subtotal	4,218,748	4,214,250	4,356,395	4,468,097	111,702	0	111,702	2.56%	4,613,916	145,819	0	3.26%
Non Labour Accounts												
7100 Mileage	1,123	1,080	1,800	1,800	0	0	0	0.00%	1,800	0	0	0.00%
7103 407-ETR Toll Charges	1,004	677	250	250	0	0	0	0.00%	250	0	0	0.00%
7105 Memberships/Dues/Fees	10,892	11,306	9,560	10,960	1,000	400	1,400	14.64%	11,170	210	0	1.92%
7110 Meals & Meal Allowances	3,595	3,418	6,390	6,390	0	0	0	0.00%	6,390	0	0	0.00%
7112 Council Travel & Confer.	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7115 Training & Development	21,923	29,920	33,660	34,740	1,080	1,080	1,080	3.21%	34,740	0	0	0.00%
7120 Telephone Charges	1,177	1,240	3,300	2,960	0	(340)	(340)	-10.30%	2,960	0	0	0.00%
7122 Cellular Telephones	16,251	12,629	15,720	15,720	0	0	0	0.00%	15,720	0	0	0.00%
7125 Subscriptions/Publications	4,683	5,948	5,550	5,550	0	0	0	0.00%	5,550	0	0	0.00%
7130 Seminars & Workshops	195	417	2,430	2,430	0	0	0	0.00%	2,430	0	0	0.00%
7135 Advertising	5,925	180	9,950	8,870	0	(1,080)	(1,080)	-10.85%	8,870	0	0	0.00%
7140 Promotion & Education	150,120	159,666	191,200	196,200	5,000	5,000	5,000	2.62%	196,200	0	0	0.00%
7200 Office Supplies	13,598	7,945	12,830	12,830	0	0	0	0.00%	12,830	0	0	0.00%
7203 Drafting Supplies	2,575	3,896	3,960	3,960	0	0	0	0.00%	3,960	0	0	0.00%
7205 Computer Supplies	3,734	2,535	5,280	5,280	0	0	0	0.00%	5,280	0	0	0.00%
7210 Office Equip. & Furniture	2,735	1,205	4,450	4,450	0	0	0	0.00%	4,450	0	0	0.00%
7211 Computer Hardware/Software	3,659	5,688	31,600	31,600	0	0	0	0.00%	31,600	0	0	0.00%
7215 Mtce. & Repairs - Equip.	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7220 Copier/Fax Lease Charges	18,553	19,094	20,760	20,760	0	0	0	0.00%	20,760	0	0	0.00%
7300 Protect. Clothing/Uniforms	26,731	21,606	23,330	25,570	0	2,240	2,240	9.60%	25,570	0	0	0.00%
7315 Preventative Mtce. A	96,268	71,578	158,340	158,340	0	0	0	0.00%	158,340	0	0	0.00%
7317 Bridge/Consumers Gas	1,531,565	1,483,129	1,663,730	1,896,158	232,428	0	232,428	13.97%	2,160,500	264,342	0	13.94%
7323 Emergency Callout-PowerStream	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7325 Janitorial Supplies	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7330 Materials and Supplies	2,893,655	2,331,222	3,147,140	3,157,753	46,953	(36,340)	10,613	0.34%	3,270,335	112,582	0	3.57%
7331 Contractor & Contract. Mat.	17,309,088	15,059,211	17,571,061	18,467,213	866,472	29,680	896,152	5.10%	19,139,255	672,042	0	3.64%
7332 Y.R. Material Recovery	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7335 Small Tools and Equipment	3,654	2,637	12,240	12,240	0	0	0	0.00%	12,240	0	0	0.00%
7340 Machine Time	808,893	934,964	885,570	885,570	0	0	0	0.00%	885,570	0	0	0.00%

	Actual 2009	2010 Actual Forecast	Budget 2010	2011		2011 Total Budget Variance		Budget 2012	2012		2012 Total Budget Variance
				2011 Inc/(Dec)	Account Reallocati on	\$	%		2012 Inc/(Dec)	Account Reallocati on	
7345 Radio Operations	6,885	6,051	9,840	0	0	0	0.00%	9,840	0	0	0.00%
7360 Safety Promotion	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7365 Safety Equipment	188	652	720	0	0	0	0.00%	720	0	0	0.00%
7370 Dumping Charges	77,703	94,574	45,150	0	0	0	0.00%	45,150	0	0	0.00%
7400 Bank Charges	7,649	9,164	6,720	0	0	0	0.00%	6,720	0	0	0.00%
7410 Rental, Leases - Equipment	84,792	87,474	125,850	0	(2,640)	(2,640)	-2.10%	123,210	0	0	0.00%
7415 Rental, Leases - Vehicles	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7460 Encroachment/Road Crossing	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7520 Professional Fees	24,158	5,852	11,250	0	2,000	2,000	17.78%	13,250	0	0	0.00%
7535 Water from Region	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7540 Regional Wastewater Treatment	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7560 Gas/Diesel - Vehicles	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7630 Wireless/Internet Commun.	2,001	1,534	2,640	0	0	0	0.00%	2,640	0	0	0.00%
7650 G.P.S. Tracking	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7696 GST Adjustment 2004	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7698 Grouped Expenses	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7699 Sundry Expenses	11,098	11,375	9,380	0	0	0	0.00%	9,380	0	0	0.00%
7700 Chgs. from Other Depts.	2,286	1,463	4,710	0	0	0	0.00%	4,710	0	0	0.00%
7710 Internal Recoverable	(123,946)	(105,620)	(186,010)	0	0	0	0.00%	(185,920)	90	0	-0.05%
7716 Outside Recoverable	0	258	0	0	0	0	0.00%	0	0	0	0.00%
7780 Trsf. to Reserves-Insurance	579,120	697,240	697,240	132,920	0	132,920	19.06%	882,585	52,425	0	6.32%
7785 Trsf. to Reserves-Other	0	0	0	0	0	0	0.00%	0	0	0	0.00%
7791 Trsf. to Capital	(213)	0	0	0	0	0	0.00%	0	0	0	0.00%
Non Labour Account Subtotal	23,603,297	20,981,208	24,547,591	1,279,773	0	1,279,773	5.21%	26,929,055	1,101,691	0	4.27%
Total Expense	27,822,045	25,195,458	28,903,986	1,391,475	0	1,391,475	4.81%	31,542,971	1,247,510	0	4.12%

2011 Budget Variance Comments

Full Time	Increase due to pro-rated progression, economic adjustment, and job evaluations
Overtime	Minor budget adjustment
Part Time	Increase due to pro-rated progression and economic adjustment
Benefits	Increase in relation to salaries increase
Memberships/Dues/Fees	Increase due to rate and volume change
Training & Development	Reallocated from Advertising
Telephone Charges	Reallocated to Materials and Supplies
Advertising	Reallocated to Training & Development
Promotion & Education	Reallocated from Telephone Charges and Contractor & Contract Mat.
Protect. Clothing/Uniforms	Reallocated from Rental, Leases – Equipment
Utility Services	Increase related to streetlight maintenance volume and price increase as per Guidelines
Materials and Supplies	Increase due mainly to volume and price increases on salt- and reallocations from Telephone Charges
Contractor & Contract Mat.	Increase due to contract price and volume changes. Reallocated to Promotion & Education
Rental, Leases – Equipment	Reallocated to Protect. Clothing/Uniforms
Professional Fees	Reallocated from Materials and Supplies
Trsf. To Reserves-Insurance	Allowable increase to fund City insurance cost

2012 Budget Variance Comments

Full Time	Increase due to progression and economic adjustment
Part Time	Increase due to pro-rated progression and economic adjustments
Benefits	Increase in relation to salaries increase and as per guidelines
Memberships/Dues/Fees	Increase due to rate change
Utility Services	Increase related to streetlight maintenance volume and price increase as per Guidelines
Materials and Supplies	Increase due mainly to volume and price increases on salt
Contractor & Contract Mat.	Increase due to contract price and volume changes
Trsf. To Reserves-Insurance	Allowable increase to fund City insurance cost

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Account Reallocati on		2011 Total Budget Variance		Budget 2012	2012 Account Reallocati on		2012 Total Budget Variance	
						Inc/(Dec)	\$	\$	\$		Inc/(Dec)	\$	\$	\$
Public Works - Administration														
Revenue														
3500 CITY REVENUE	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
3522 Trsf. fm Res. & Res. Funds	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
3555 W&S Administration Revenue	(380,000)	(379,600)	(420,000)	(420,000)					(420,000)					0.00%
3572 Joint Service Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
3574 Rev. from Recover. Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
3588 Transit Fares	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
3618 Dept. Misc. Revenues	(2,042)	(104)	(1,050)	(1,050)					(1,050)					0.00%
Revenue	(382,042)	(379,704)	(421,050)	(421,050)					(421,050)					0.00%
Labour Accounts														
7010 Full Time	723,676	710,914	775,125	786,449	11,324	0	11,324	1,46%	811,735	25,286	0	25,286	3.22%	
7012 Overtime	5,973	(1,165)	13,560	13,640	80	0	80	0.59%	13,640	0	0	0	0.00%	
7015 Part Time	250,611	227,345	223,680	244,715	21,035	0	21,035	9.40%	247,330	2,615	0	2,615	1.07%	
7017 Benefits	209,903	199,327	221,857	229,736	7,879	0	7,879	3.55%	238,883	9,147	0	9,147	3.98%	
7019 Burden	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
Labour Account Subtotal	1,190,163	1,136,421	1,234,222	1,274,540	40,318	0	40,318	3.27%	1,311,588	37,048	0	37,048	2.91%	
Non Labour Accounts														
7100 Mileage	159	810	240	240	0	0	0	0.00%	240	0	0	0	0.00%	
7103 407-ETR Toll Charges	185	173	50	50	0	0	0	0.00%	50	0	0	0	0.00%	
7105 Memberships/Dues/Fees	8,820	7,499	6,040	7,040	1,000	0	1,000	16.56%	7,250	210	0	210	2.98%	
7110 Meals & Meal Allowances	59	366	240	240	0	0	0	0.00%	240	0	0	0	0.00%	
7112 Council Travel & Confer.	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7115 Training & Development	5,511	5,704	4,960	4,960	0	0	0	0.00%	4,960	0	0	0	0.00%	
7120 Telephone Charges	1,114	1,059	2,460	2,460	0	0	0	0.00%	2,460	0	0	0	0.00%	
7122 Cellular Telephones	2,968	2,372	3,960	3,960	0	0	0	0.00%	3,960	0	0	0	0.00%	
7125 Subscriptions/Publications	4,683	5,820	3,840	3,840	0	0	0	0.00%	3,840	0	0	0	0.00%	
7130 Seminars & Workshops	0	417	960	960	0	0	0	0.00%	960	0	0	0	0.00%	
7135 Advertising	0	0	400	400	0	0	0	0.00%	400	0	0	0	0.00%	
7200 Office Supplies	11,047	7,342	11,160	11,160	0	0	0	0.00%	11,160	0	0	0	0.00%	
7203 Drafting Supplies	2,575	3,896	3,960	3,960	0	0	0	0.00%	3,960	0	0	0	0.00%	
7205 Computer Supplies	3,718	2,535	5,040	5,040	0	0	0	0.00%	5,040	0	0	0	0.00%	
7210 Office Equip. & Furniture	2,735	859	3,760	3,760	0	0	0	0.00%	3,760	0	0	0	0.00%	
7211 Computer Hardware/Software	1,695	2,668	7,920	7,920	0	0	0	0.00%	7,920	0	0	0	0.00%	
7215 Mtce. & Repairs - Equip.	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7220 Copier/Fax Lease Charges	17,470	17,803	19,920	19,920	0	0	0	0.00%	19,920	0	0	0	0.00%	
7300 Protect. Clothing/Uniforms	797	1,604	1,200	1,200	0	0	0	0.00%	1,200	0	0	0	0.00%	
7315 Preventative Mtce. A	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7325 Janitorial Supplies	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7330 Materials and Supplies	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%	
7331 Contractor & Contract. Mat.	2,832	2,748	3,000	3,000	0	0	0	0.00%	3,000	0	0	0	0.00%	
7345 Radio Operations	6,885	6,051	9,840	9,840	0	0	0	0.00%	9,840	0	0	0	0.00%	

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011 Inc/(Dec)	2011 Account Reallocati on	2011 Total Budget Variance	Budget 2012	2012 Inc/(Dec)	2012 Account Reallocati on	2012 Total Budget Variance
7400 Bank Charges	76	5,014	5,760	5,760	0	0	0	5,760	0	0	0
7410 Rental, Leases - Equipment	0	0	0	0	0	0	0	0	0	0	0
7415 Rental, Leases - Vehicles	0	0	0	0	0	0	0	0	0	0	0
7460 Encroachment/Road Crossing	0	0	0	0	0	0	0	0	0	0	0
7520 Professional Fees	0	0	0	0	0	0	0	0	0	0	0
7560 Gas/Diesel - Vehicles	0	0	0	0	0	0	0	0	0	0	0
7630 Wireless/Internet Commun.	680	624	600	600	0	0	600	600	0	0	0
7696 GST Adjustment 2004	0	0	0	0	0	0	0	0	0	0	0
7699 Sundry Expenses	10,024	10,863	8,160	8,160	0	0	8,160	8,160	0	0	0
7700 Chgs. from Other Depts.	424	288	0	0	0	0	0	0	0	0	0
7710 Internal Recoverable	(4,540)	(3,087)	(16,790)	(16,790)	0	0	0	(16,790)	0	0	0
7780 Trsf. to Reserves-Insurance	579,120	697,240	697,240	830,160	132,920	0	132,920	882,585	52,425	0	52,425
Non Labour Account Subtotal	659,037	780,668	783,920	917,840	133,920	0	133,920	970,475	52,635	0	52,635
Total Expense	1,849,200	1,807,935	2,018,142	2,192,380	174,238	0	174,238	2,282,063	89,683	0	89,683
Net Total	1,467,158	1,428,231	1,597,092	1,771,330	174,238	0	174,238	1,861,013	89,683	0	89,683

2011 Budget Variance Comments

7010 Full Time	Increase due to pro-rated progression and economic adjustment
7012 Overtime	Minor budget adjustment
7015 Part Time	Increase due to pro-rated progression and economic adjustment
7017 Benefits	Increase in relation to salaries increase
7105 Memberships/Dues/Fees	Increase due to rate change

2012 Budget Variance Comments

7010 Full Time	Increase due to pro-rated progression and economic adjustment
7015 Part Time	Increase due to pro-rated progression and economic adjustment
7017 Benefits	Increase as per guidelines

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011		2011 Inc/(Dec) Reallocati on		2011 Total Budget Variance		Budget 2012		2012 Inc/(Dec) Reallocati on		2012 Total Budget Variance	
								\$	\$	\$	\$	\$	\$	\$	\$
Public Works - Winter Control															
Revenue															
3522 Trsf. fm Res. & Res. Funds	0	0	(350,000)	0	350,000	0	350,000	-100.00%	0	0	0	0	0	0	0.00%
3574 Rev. from Recover. Expenses	(42,000)	(70,560)	(60,990)	(60,990)	0	0	0	0.00%	(60,990)	0	0	0	0	0	0.00%
Revenue	(42,000)	(70,560)	(410,990)	(60,990)	350,000	0	350,000	-85.16%	(60,990)	0	0	0	0	0	0.00%
Labour Accounts															
7010 Full Time	116,180	101,519	235,820	125,690	(110,130)	0	(110,130)	-46.70%	130,755	5,065	0	5,065	4.03%		
7012 Overtime	39,020	44,572	49,090	49,070	(20)	0	(20)	-0.04%	49,070	0	0	0	0.00%		
7015 Part Time	11,391	12,135	83,400	83,370	(30)	0	(30)	-0.04%	83,370	0	0	0	0.00%		
7017 Benefits	40,572	36,125	80,420	54,130	(26,290)	0	(26,290)	-32.69%	55,735	1,605	0	1,605	2.97%		
7019 Burden	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%		
Labour Account Subtotal	207,163	194,351	448,730	312,260	(136,470)	0	(136,470)	-30.41%	318,930	6,670	0	6,670	2.14%		
Non Labour Accounts															
7110 Meals & Meal Allowances	1,242	1,171	2,820	2,820	0	0	0	0.00%	2,820	0	0	0	0.00%		
7315 Preventative Mfct. A	96,268	71,578	158,340	158,340	0	0	0	0.00%	158,340	0	0	0	0.00%		
7330 Materials and Supplies	2,366,456	2,177,626	2,722,910	2,779,465	56,555	0	56,555	2.08%	2,878,495	99,030	0	99,030	3.56%		
7331 Contractor & Contract. Mat.	6,153,550	4,509,631	5,767,220	5,941,768	174,548	0	174,548	3.03%	5,941,768	0	0	0	0.00%		
7335 Small Tools and Equipment	0	0	9,780	9,780	0	0	0	0.00%	9,780	0	0	0	0.00%		
7340 Machine Time	144,674	159,475	269,200	269,200	0	0	0	0.00%	269,200	0	0	0	0.00%		
7410 Rental, Leases - Equipment	82,609	87,084	122,340	122,340	0	0	0	0.00%	122,340	0	0	0	0.00%		
7700 Chgs. from Other Depts.	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%		
7710 Internal Recoverable	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%		
7785 Trsf. to Reserves-Other	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%		
Non Labour Account Subtotal	8,844,799	7,006,565	9,052,610	9,283,713	231,103	0	231,103	2.55%	9,382,743	99,030	0	99,030	1.07%		
Total Expense	9,051,962	7,200,246	9,501,340	9,595,973	94,633	0	94,633	1.00%	9,701,673	105,700	0	105,700	1.10%		
Net Total	9,009,962	7,129,686	9,090,350	9,534,983	444,633	0	444,633	4.89%	9,640,683	105,700	0	105,700	1.11%		

2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement:

To provide for safe roads and sidewalks under winter conditions throughout the City of Vaughan, in accordance with Provincial minimum maintenance standards and Vaughan Council policy. The City's main objective during a storm is to keep Primary roads clear for emergency and transit vehicles through salting and/or plowing procedures. Once completed, clearing operations commence on the City's Secondary roads. The City of Vaughan's goal is to plow all roads and windrows in less than 16 hours from the end of snowfall.

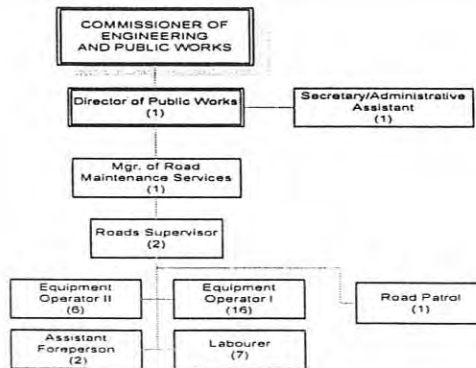
The Public Works Department is committed to providing all residents with respectful, timely and reliable service. The 4 cornerstones to our success are:

- Quality Service and Integrity
- Professionalism and Positive Attitude
- Innovation and Continuous Improvement
- Effective Communication and Knowledgeable Staff



Service Profile:

PUBLIC WORKS ROADS MAINTENANCE DEPARTMENT ORGANIZATIONAL CHART



Page 2

Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	32	32	32	32	3	0
Part Time	5.4	5.4	5.4	5.4		
Overtime	\$53,960	\$39,020	\$32,072	\$33,034		

2011-12 Business Plan

Key Stakeholders:

- Mayor and Council
- Citizens and Businesses of Vaughan



Work Plan:

Link to Vaughan Vision 2020:

Service Excellence:

- Pursue Excellence in Service Delivery
- Enhance and Ensure Community Safety, Health & Wellness
- Lead and Promote Environmental Sustainability

Staff Excellence:

- Support the Professional Development of Staff

Management Excellence:

- Enhance Productivity, Cost Effectiveness and Innovation
- Plan and Manage Growth & Economic Vitality

Future Pressures and Opportunities:

Future pressures include increasing material costs, increased number of road km's to maintain, increased cost of fuel, increasing demand for higher level of service, more stringent requirements for anti-icing and de-icing chemical usage, and lack of adequate snow storage space for removal operations.

The contract is going into it's third winter season, the City's road network is expanding, and as such, there are few opportunities to reduce costs unless levels of service are changed.

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. Compliance with Minimum Maintenance Standards (MMS)- review our levels of service against MMS established by the Province	Ongoing	Ongoing	Compliance with Standards
2. Salt Management Plan- Voluntarily reporting to Federal Agencies and monitoring salt usage with a view to minimize the amount of deicing materials used on an annual basis.	Ongoing	Ongoing	2009-2010 Salt management plan submitted to Env. Canada
3. Investigate alternative deicing materials considering their environmental impact.	Ongoing	Ongoing	Usage of alternative deicers taking place

2011-12 Business Plan

2011-12 Business Plan Objectives:

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Compliance with Minimum Maintenance Standards (MMS)- review our levels of service against MMS established by the Province	Ongoing	Compliance with Provincial requirements	In-house and contracted services.
2. Salt Management Plan- Voluntarily reporting to Federal Agencies and monitoring salt usage with a view to minimize the amount of deicing materials used.	Ongoing	Submission made by June 2011.	In-house staff
3. Investigate alternative deicing materials considering their environmental impact.	Ongoing	Reduced road salts	In-house staff
4. Ensure adequate snow storage is available through the use of dedicated City-owned lands for such purposes.	Q3/11	Council adopt policy for snow storage facilities.	In-house staff
2012 (Top 3 Objectives)			
1. Same as 2011 re MMS			
2. Same as 2011 re Salt Management Plan			
3. Same as 2011 re de-icing materials			
4. Increase RWIS stations in Vaughan	Q4/12	Additional RWIS stations to monitor road conditions	Capital funds

CITY OF VAUGHAN
BUDGETING & FINANCIAL PLANNING

SEP 01 2010

RECEIVED

2011-12 Business PlanKey Performance Indicators:

1. Winter control cost per kilometer
2. Winter control route kilometers per Plowing/Salting/Combo unit
3. Number of winter events that met or exceeded standards

BUSINESS OVERVIEW:Key Conclusion:

The City's Public Works Department continues to meet or exceed provincial standards for winter maintenance, while delivering a level of service that is unmatched in the GTA.

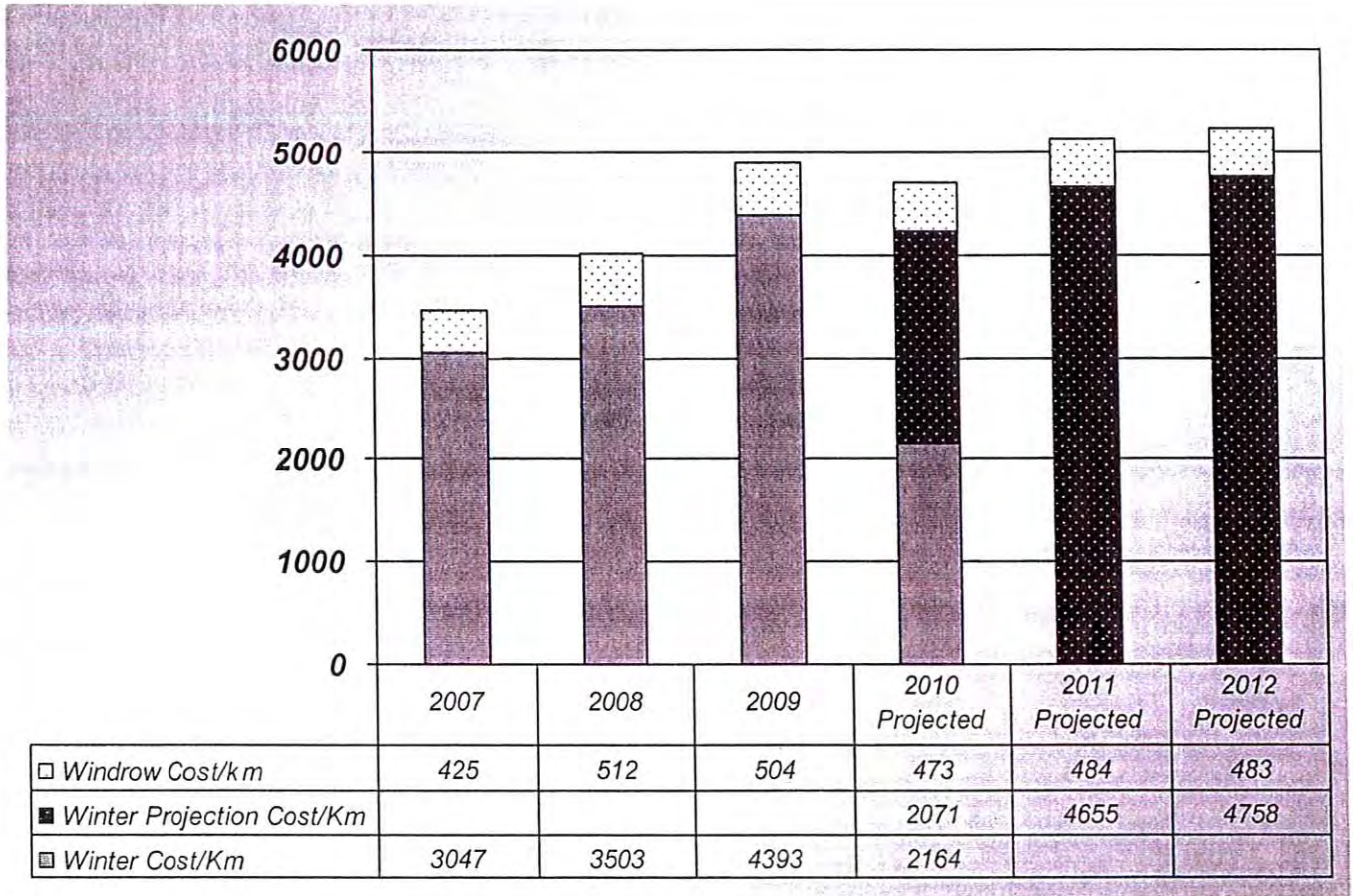
Notes about the Measure:



2011-12 Business Plan

Measure: Winter Control Cost per Kilometre

Definition: Winter control costs include road and windrow services delivered by Public Works but do not include sidewalk plowing labour costs which are budgeted through the Parks Department.

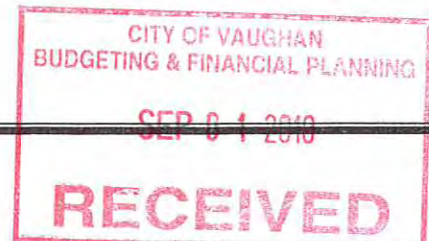


Key Conclusion:

Winter unit costs are dependant upon the number and type of winter storm experienced, the tendered cost of the de-icing materials, and the contract costs for ploughing / salting. It should be noted that the costs noted above, include the cost to supply the Parks Department with salt for maintaining sidewalks, and includes the cost of salting City owned facilities.

Notes about the Measure:

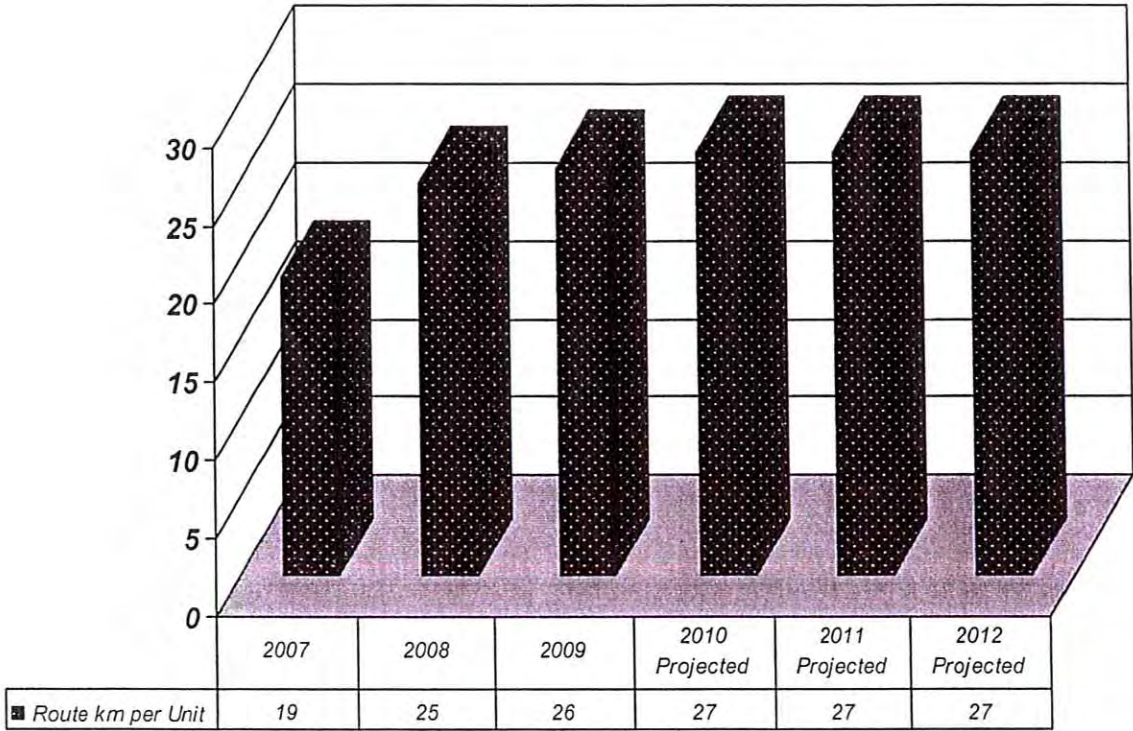
Does not include preventative maintenance costs. Refer to Roads Maintenance and Engineering Business Plans for information on those costs. Costs will vary according to severity of the winter and contract prices in place at the time. Projections include contract price increase and growth.



2011-12 Business Plan

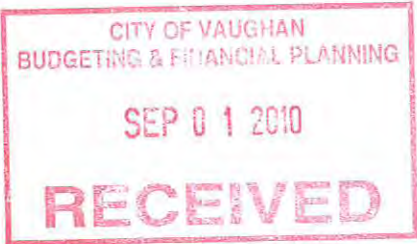
Measure: Winter Control Route Kilometres per Plowing/Salting/Combo Unit

Definition: Number of road kilometres maintained per Plow/Salter/Combo unit



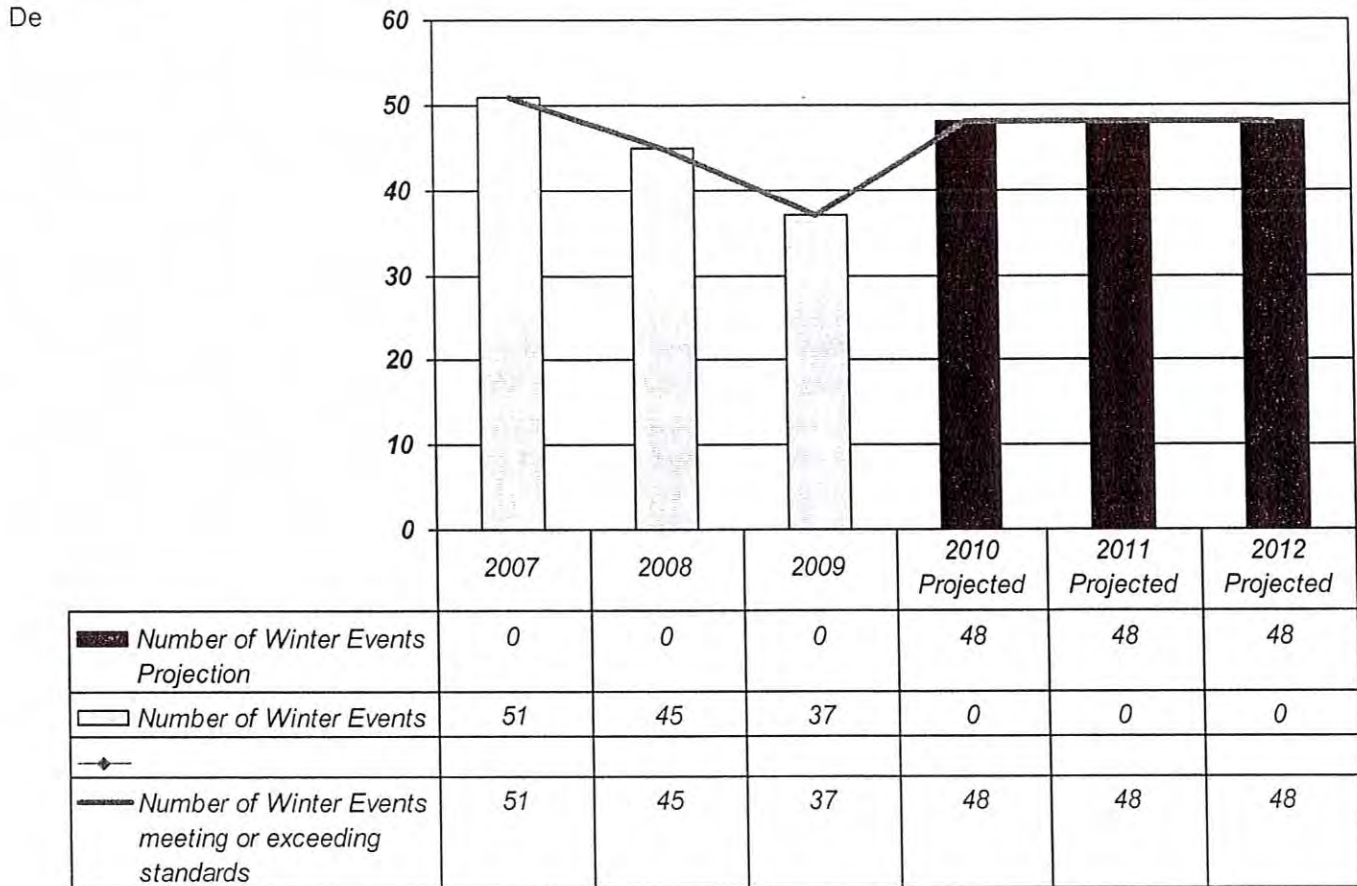
Key Conclusion:
 Winter control route kilometers per plow/sand/combo unit have increased in the past few years. System growth has been accommodated to date. However, additional contracted units will need to be added to keep up with growth and maintain response times.

Notes about the Measure:
 Two separate east and west winter control contracts deliver the bulk of units and route coverage. A small fleet of City-owned units are also used.



2011-12 Business Plan

Measure: Number of Winter Events Meeting or Exceeding Standards



Key Conclusion:

Through the use of additional contracted units, the City has been able to meet and/or exceed both Council's and the Province's service standards. There are approx. 48 winter events per season (5 ploughing and 43 salting), requiring different levels of response. The City's standard is to plow all roads and windrows in less than 16 hours from the end of snowfall.

Notes about the Measure:

Significant rapid growth may impact the City's ability to maintain this level of service unless resources and staff are proportionately increased to meet the growth. The ability to meet Provincial and City standards also varies according to the severity of the storm. Projected winter events are based on previous average number of events from 2002 to 2008.

It is our goal to achieve 100% compliance in meeting Provincial Minimum Maintenance Standards.





2011-12 Business Plan

Overall Conclusion:

Winter maintenance activities are both pro-active and reactive in nature. The City's Public Works Department continues to strive for Service Excellence through its winter maintenance programs, as well as ensure public safety through adherence to Provincial Minimum Maintenance Standards. In order to maintain the current levels of service, additional plows, salters, and windrow clearing units will be brought in as required to match the growth of the road network.

08/31/10

Commissioner Sign-off

Date (mm/dd/yy)

CITY OF VAUGHAN
BUDGETING & FINANCIAL PLANNING
SEP 01 2010
RECEIVED

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011		2011 Total Budget		2012		2012 Total Budget	
				Budget 2011	Inc/(Dec)	Reallocati on	Variance	Inc/(Dec)	Reallocati on	Variance	%
				\$	\$	\$	\$	\$	\$	\$	%
Public Works - Roads Mtce.											
Revenue											
3522 Trsf. fm Res. & Res. Funds	0	0	0	0	0	0	0	0	0	0	0.00%
3524 Trsf. from Capital Fund	0	0	0	0	0	0	0	0	0	0	0.00%
3550 Departmental Revenues	0	0	0	0	0	0	0	0	0	0	0.00%
3574 Rev. from Recover. Expenses	(45,228)	(46,671)	(70,690)	(70,690)							0.00%
3618 Dept. Misc. Revenues	(1,125)	(765)	0	0	0	0	0	0	0	0	0.00%
Revenue	(46,353)	(47,436)	(70,690)	(70,690)	0	0	0	0	0	0	0.00%
Labour Accounts											
7010 Full Time	1,676,198	1,735,627	1,624,488	1,782,752	158,264	0	158,264	70,047	0	70,047	3.93%
7012 Overtime	90,615	72,111	42,920	42,935	15	0	15	0	0	0	0.00%
7015 Part Time	169,838	211,492	126,700	126,040	(660)	0	(660)	0	0	0	0.00%
7017 Benefits	467,666	446,464	437,233	473,449	36,216	0	36,216	12,351	0	12,351	2.61%
7019 Burden	(2,398)	(1,630)	0	0	0	0	0	0	0	0	0.00%
Labour Account Subtotal	2,401,919	2,464,064	2,231,341	2,425,176	193,835	0	193,835	82,398	0	82,398	3.40%
Non Labour Accounts											
7100 Mileage	762	708	960	960	0	0	0	0	0	0	0.00%
7103 407-ETR Toll Charges	790	495	80	80	0	0	0	0	0	0	0.00%
7105 Memberships/Dues/Fees	795	729	480	880	0	400	400	0	0	0	0.00%
7110 Meals & Meal Allowances	2,282	1,853	3,000	3,000	0	0	0	0	0	0	0.00%
7115 Training & Development	12,798	20,124	24,740	24,740	0	0	0	0	0	0	0.00%
7120 Telephone Charges	0	0	0	0	0	0	0	0	0	0	0.00%
7122 Cellular Telephones	10,973	8,026	8,760	8,760	0	0	0	0	0	0	0.00%
7125 Subscriptions/Publications	0	129	1,230	1,230	0	0	0	0	0	0	0.00%
7130 Seminars & Workshops	195	0	1,470	1,470	0	0	0	0	0	0	0.00%
7135 Advertising	552	180	2,590	2,590	0	0	0	0	0	0	0.00%
7140 Promotion & Education	0	480	0	0	0	0	0	0	0	0	0.00%
7200 Office Supplies	2,486	589	1,470	1,470	0	0	0	0	0	0	0.00%
7205 Computer Supplies	17	0	240	240	0	0	0	0	0	0	0.00%
7210 Office Equip. & Furniture	0	346	690	690	0	0	0	0	0	0	0.00%
7211 Computer Hardware/Software	1,673	1,457	19,540	19,540	0	0	0	0	0	0	0.00%
7220 Copier/Fax Lease Charges	1,084	1,291	840	840	0	0	0	0	0	0	0.00%
7300 Protect. Clothing/Uniforms	25,615	20,002	20,130	22,370	0	2,240	2,240	0	0	0	0.00%
7317 Enbridge/Consumers Gas	1,531,565	1,489,364	1,663,730	1,896,158	232,428	0	232,428	264,342	0	264,342	13.94%
7323 Emergency Callout-PowerStream	0	0	0	0	0	0	0	0	0	0	0.00%

	Actual 2009	2010 Actual Forecast	Budget 2010	2011			2011 Total Budget			2012			2012 Total Budget		
				Budget 2011	Inc/(Dec)	Account Reallocation	Variance	%	Budget 2012	Inc/(Dec)	Account Reallocation	Variance	%		
7330	450,228	358,699	343,120	317,668	9,548	(35,000)	(25,452)	-7.42%	330,025	12,357	0	12,357	3.89%		
7331	3,358,854	2,739,296	3,719,320	3,954,424	200,104	35,000	235,104	6.32%	4,159,110	204,686	0	204,686	5.18%		
7335	3,654	2,637	2,460	2,460	0	0	0	0.00%	2,460	0	0	0	0.00%		
7340	664,220	779,036	616,370	616,370	0	0	0	0.00%	616,370	0	0	0	0.00%		
7360	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%		
7365	188	652	720	720	0	0	0	0.00%	720	0	0	0	0.00%		
7370	77,703	94,574	45,150	45,150	0	0	0	0.00%	45,150	0	0	0	0.00%		
7410	2,183	390	2,640	0	0	(2,640)	(2,640)	-100.00%	0	0	0	0	0.00%		
7520	11,638	5,852	4,890	4,890	0	0	0	0.00%	4,890	0	0	0	0.00%		
7630	1,321	910	1,440	1,440	0	0	0	0.00%	1,440	0	0	0	0.00%		
7650	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%		
7698	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%		
7699	933	444	660	660	0	0	0	0.00%	660	0	0	0	0.00%		
7700	1,062	630	630	630	0	0	0	0.00%	630	0	0	0	0.00%		
7710	(116,829)	(102,474)	(169,160)	(169,160)	0	0	0	0.00%	(169,160)	0	0	0	0.00%		
7785	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%		
7791	(213)	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%		
Non Labour Account Subtotal	6,046,529	5,426,419	6,318,190	6,760,270	442,080	0	442,080	7.00%	7,241,655	481,385	0	481,385	7.12%		
Total Expense	8,448,448	7,890,483	8,549,531	9,185,446	635,915	0	635,915	7.44%	9,749,229	563,783	0	563,783	6.14%		
Net Total	8,402,095	7,843,047	8,478,841	9,114,756	635,915	0	635,915	7.50%	9,678,539	563,783	0	563,783	6.19%		

2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement: (Describe the core responsibilities for your department)

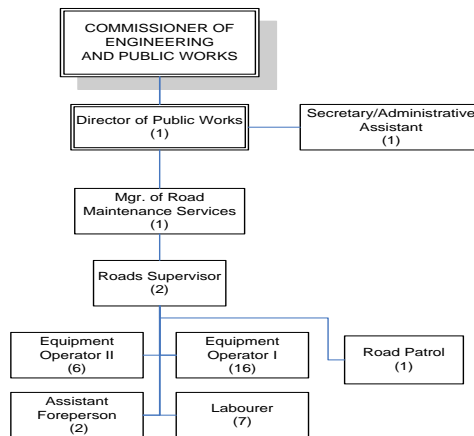
To provide for safe roads and sidewalks throughout the City of Vaughan, in accordance with minimum maintenance standards and Vaughan Council Policy.

The Public Works Department is committed to providing all residents with respectful, timely and reliable service. The 4 cornerstones to our success are:

- Quality Service and Integrity
- Professionalism and Positive Attitude
- Innovation and Continuous Improvement
- Effective Communication and Knowledgeable Staff

Service Profile:

PUBLIC WORKS ROADS MAINTENANCE DEPARTMENT
ORGANIZATIONAL CHART



Page 2

Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	35	35	35	35	3	0
Part Time	1.4	1.27	1.27	1.27		
Overtime	\$47,680	\$47,680	\$42,920	\$42,920	\$3,508	

Key Stakeholders:

- Mayor and Council
- Citizens and Businesses of Vaughan

2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020:

Service Excellence:

- *Pursuit Excellence in Service Delivery
- *Enhance and Ensure Community Safety, Health and Wellness
- *Lead and Promote Environmental Sustainability

Staff Excellence:

- *Support the Professional Development of Staff

Management Excellence:

- *Enhance product Activity, Cost-Effectiveness and Innovation
- *Plan and Manage Growth and Economic Vitality

Future Pressures and Opportunities:

Future pressure include a rapidly increasing road network to maintain (requiring additional resources and equipment), increasing material costs, increasing demand for higher service levels, and large areas of infrastructure aging at the same rate.

Opportunities for reduced costs exist through ideas generated at the ongoing Continuous Improvement meetings with staff, newer equipment that increases productivity, and a changeover to high efficiency street lighting.

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	<u>Year</u>	<u>Status</u>	<u>Outcome/Results</u>
1. Improve cleanliness of City streets through reduced sweeping rotation time and additional staff.	2007	Ongoing. New sweeper obtained Q4 09	Reduced days to complete sweeping cycle
2. Review current operations performed by the Roads Division to determine if they are better served in-house or contracted out	2006	Ongoing Continuous Improvement meetings with staff.	Improved workplace communication and increased productivity
3. Review opportunities for shifts or alternative working hours (e.g. 4-10 hour days, longer days) and experimenting with a second shift of afternoons	2008	Shift work for street sweeping implemented in Q3 09	Improved productivity

2011-12 Business Plan

4. Obtain and deploy additional AVL/GPS units to better manage the contracted and in-house operations	2001	Ongoing	Improved response time, better customer service
5. Ensure compliance with MMS and other relevant legislation concerning road maintenance and repair.	2002	Ongoing	Meeting MMS

2011-12 Business Plan

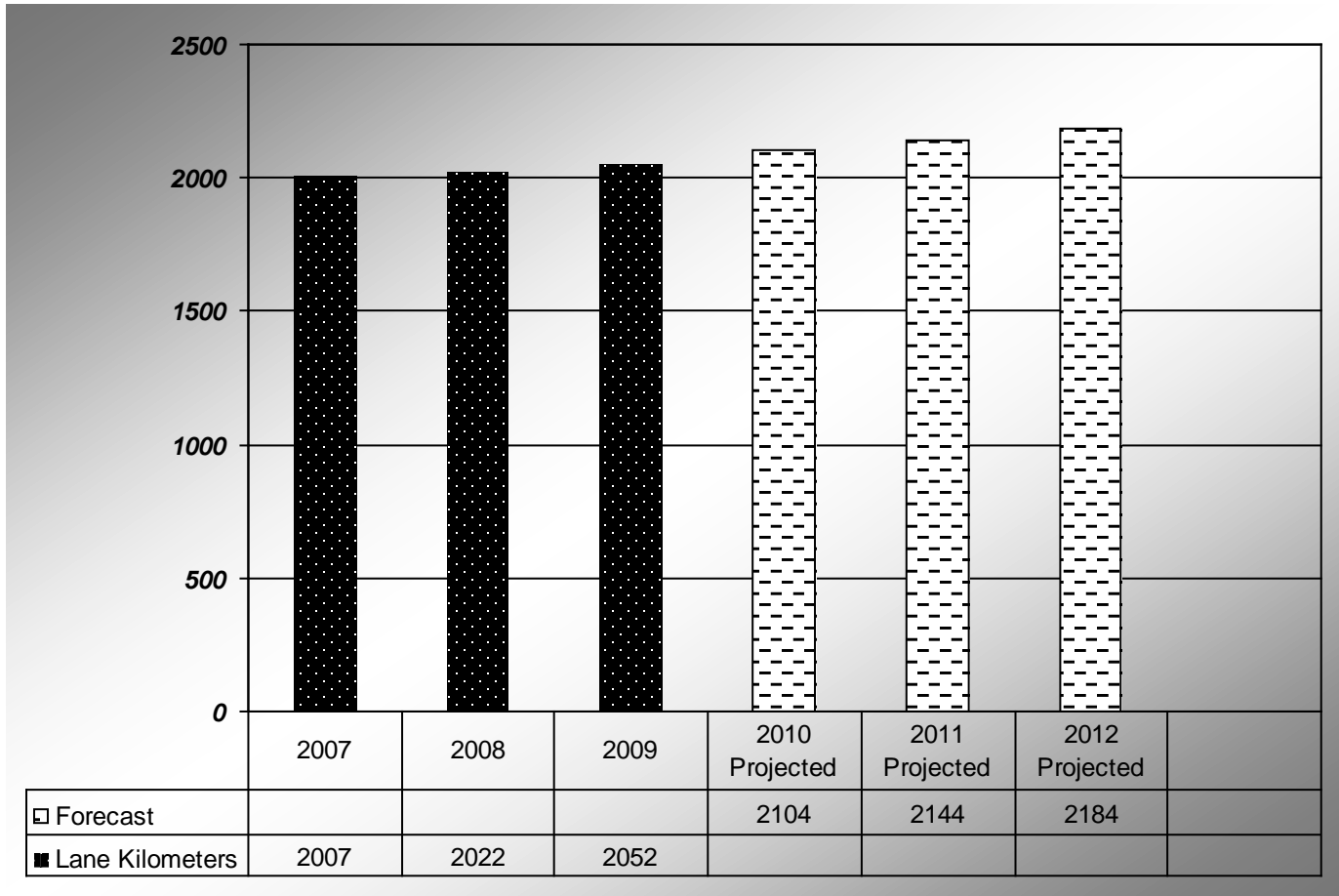
2011-12 Business Plan Objectives:

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Top 3 Objectives)			
1 Mandated replacement of all School Zone signage (within 5 yr. period)	2010 To 2015	All School Zone signs will be changed to new colour.	In-house staff for installation and capital funds for signs
2 Mandated replacement of all Load Restriction signs (within 5 yr. period)	2010 To 2015	All Load Restriction signs to be changed over to new provincial design over the next 4 yrs.	In-house staff to install and capital funds for signs
3. Increase street sweeping efficiency.	Q2/11	Reduced time frame between sweeping cycles.	In-house.
4. Ensure compliance with new Minimum Maintenance Standards for sidewalk inspections.	Q2/11	Inspect all sections of assumed sidewalk annually.	In-house staff, and rented equipment.
2012 (Top 3 Objectives)			
1. Review and potentially expand contracted micro-milling and overlay program for spot repairs.	Q3/12	Detailed plan for managing small sections of asphalt repair	In-house and contracted
2. Review contracted services to ensure that the most cost effective means of delivering the service is taking place (in-house vs contracted).	Q4/12	Evaluation of programs and recommended service suppliers identified.	In-house
3. Ensure compliance with new Minimum Maintenance Standards	Ongoing	Compliance with Provincial Standards	In-house and contracted services

2011-12 Business Plan

Measure: Number of Lane Kilometers Maintained

Definition: The number of assumed lane kilometers receiving non-winter maintenance services



Key Conclusion:

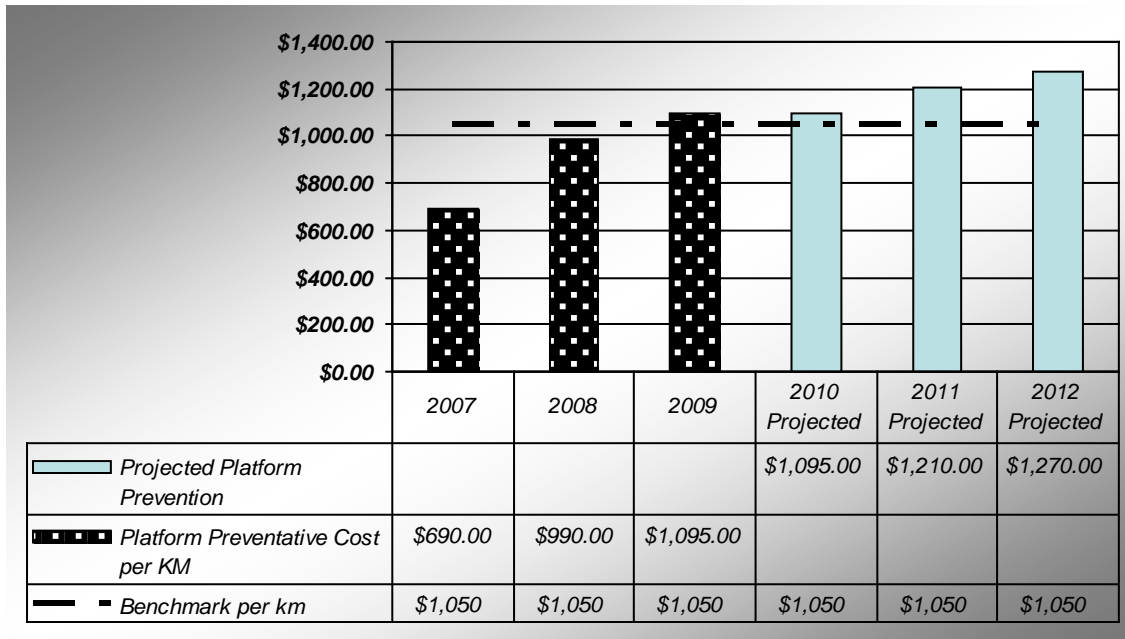
The number of assumed road system kilometers maintained has steadily increased over the 2001-2009 period. This growth will result in a large number of road sections all requiring extensive maintenance at the same time in the future.

Notes About the Measure

Projection is based on assuming approx. 40 lane km/yr over the next 2 years.

2011-12 Business Plan

Measure: Cost per Kilometer of Preventative Maintenance



Key Conclusion:

Platform preventative activity is designed to avoid expensive capital rehabilitation projects. Budget guidelines must continue to allow for increased funding allotments for growth and contract price increases, or poorer road conditions, more costly and extensive capital repairs, and increased complaints from residents will occur.

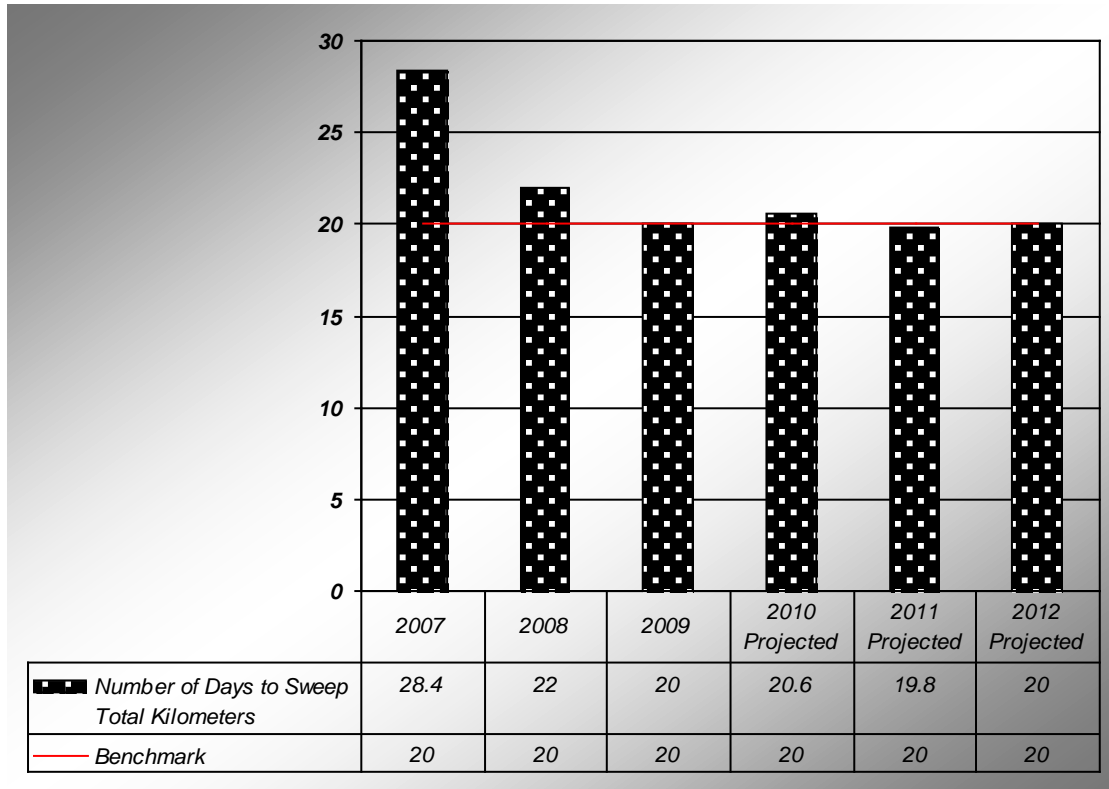
Notes about the Measure:

Pavement preventative maintenance costs focus on activities directly affecting pavement quality. It does not include activities such as street lighting, traffic signal maintenance or road signage, etc. Projections include average rate of growth and price increases. In 2009, the numbers increased due to the amalgamation of activity accounts under pavement maintenance. The benchmark was determined by using the average from 2005 to 2010, and applying additional cost increases due to growth and contract costs. Increased spending reflects the aging infrastructure as well as more pro-active maintenance programs intended to reduce costlier rehabilitation and reconstruction works.

2011-12 Business Plan

Measure: Total Number of Working Days to Sweep Total Lane Kilometers

Definition: The total number of working days to maintain the total lane kilometers in the City by Roads Maintenance



Key Conclusion:

Through the implementation of shift work, the rotation time has been reduced. With the additional street sweeper coming later in 2010, the cycle will take an average of once per month to complete.

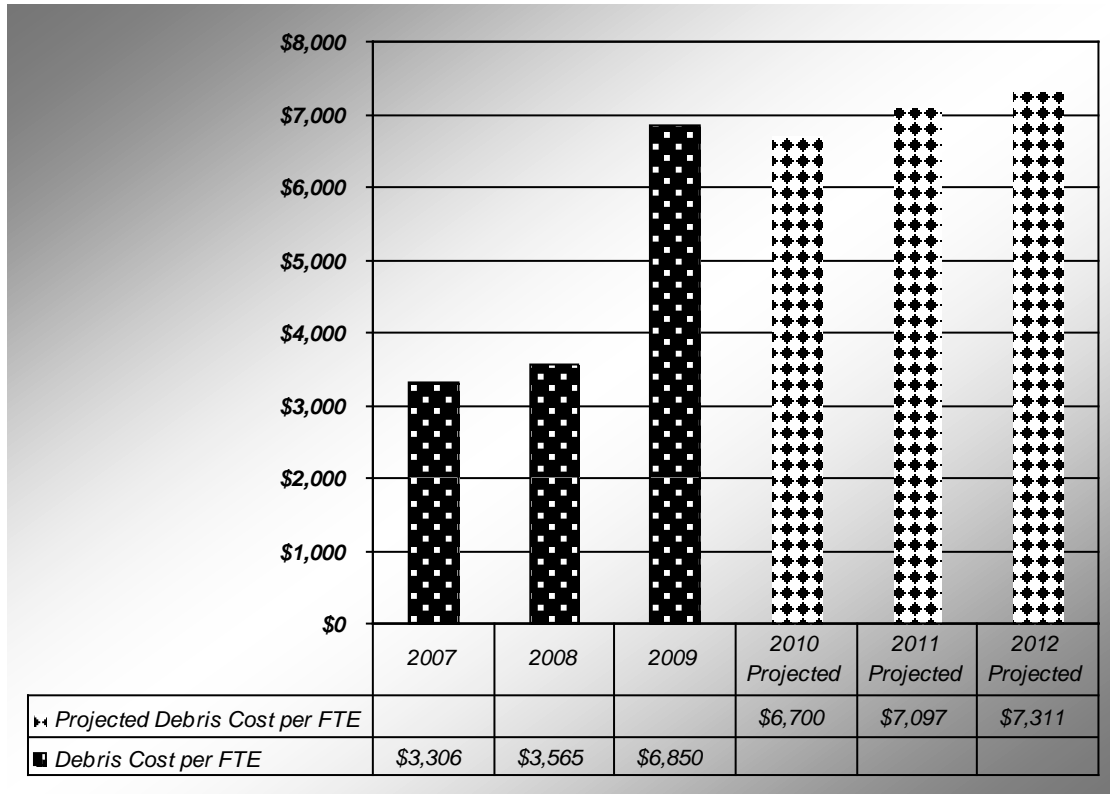
Notes about the Measure:

The number of days to sweep the roads should be reduced to approximately once every 20 working days, based on a fleet of 4 City-owned street sweepers. This number is based on all 4 units operating only one shift per day, and includes the estimated 40 lane km/yr growth factor. Should a second shift be implemented for street sweeping, this could be reduced to 10 working days. The above factors do not take into account mechanical breakdowns or inclement weather.

2011-12 Business Plan

Measure: Debris Maintenance Cost per FTE

Definition: The cost associated to debris maintenance per FTE in the Roads Division.



Key Conclusion:

Littering and illegal dumping is continuing to take place across the City. There is continuous dumping of debris on rural roadways and these large dumps require significant staff and fleet resources to remove. The cost of cleaning up debris and liter is taking up a significant amount of staff time, resulting in other maintenance activities being contracted out or not getting completed on time.

Notes about the Measure:

Labour costs associated to debris pickup throughout the year, divided by FTE's.

2011-12 Business Plan**BUSINESS OVERVIEW:**

Overall Conclusion: The Public Works Department's Road Maintenance Section has been able to keep up with the growing road network through the use of improved efficiencies and past staff complement increases. In order to maintain the current levels of service, and meet the increased demand of maintaining an aging infrastructure, additional resources (staff, equipment, and contracted services), are needed.

Commissioner Sign-off**Date (mm/dd/yy)**



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary (If applicable)
Department **Business Unit Name**

Request Title

Annual Budget Change Summary					
Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	-	-	-	-	-
Net FTE's	1.00	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	107,395	-	107,395	-	107,395
Other continuous costs	1,150	-	1,150	-	1,150
One-time expenses	-	-	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 108,545	\$ -	\$ 108,545	\$ -	\$ 108,545
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

This request is to hire an additional Roads Supervisor to assist in managing both in-house staff and the contracted services.

Currently, the Public Works Department's Roads Division contracts out a significant number of operations to either supplement staff's activities or perform them solely. Such activities include:

- Curb and sidewalk repair
- Spray patching
- Crack routing and sealing
- Catch basin cleaning
- Micro-mill and overlay
- Patchmaster
- Interlock repair
- Spring Street Sweeping
- Winter Control

Milestones or Deliverables	Timelines	Comments
Approval of staff	Q1/11	Hiring will most likley be external, therefore somewhat longer to fill.
Staff start	Q2/11	Hopefully hired in time to oversee spring/summer maintenance contracts

1B) ...Are other departments involved? If so, what is the requirement for other departments? Explain?

With the exception of Human Resources for the recruitment process, no other department is involved.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Roads Supervisor
---------------	------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
						C	C-3

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

This request links to Vaughan Vision 20/20 through the following:

Goal Service Excellence
 Objective Enhance and Ensure Community Safety, Health & Wellness,
 Objective Pursue Excellence in Service Delivery

Goal Management Excellence,
 Objective Maintain Assets & Infrastructure Integrity.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

This request links to the business plan initiatives related to all Roads activities, including ensuring compliance with applicable legislation and Minimum Maintenance Standards.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

There are no cost savings attributable to this request. However, there will be improved customer service when investigating and responding to residents issues, as well as ensuring compliance with applicable legislation.

5) Alternatives

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

The alternative is not to provide the additional Supervisor, and the Division carry on being under-staffed. Possible issues include failing to meet regulatory compliance with MMS.

Request Title	Roads Supervisor
---------------	------------------

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

If not filled, the response times for investigating residents requests will be longer, supervision of contracted services will not be up to standard, and the existing workload on the Supervisors will continue to increase, resulting in reactive programs instead of pro-active programs. In addition, failure to meet MMS will result in the City incurring substantial liability for not meeting regulations.

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

Legislative/Regulatory Requirement

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

Please specify:

While there is no legislative requirement to have this position, there are legislative requirements around road maintenacne activities that must be met. These include the Municipal Act, the Highway Traffic Act, as well as various other Acts, as well as the numerous Regualtions passed under such Acts.This positon would assist in ensuring these requirements are met. Failure to meet such regulatory requirements will result in severe liability for the City.

Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Comments

Current status of compliance:

Comply

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk
Failure to

Probability of Risk Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Service level impacts would be related to responding to residents, and ensuring maintenance activities are completed in a timely manner, as well as potential failure to meet mandatory standards.

Current service level vs. target

Request Title	Roads Supervisor			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	85,574	-
2	* Benefits	(See sect. 8&9)	21,821	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	1,150	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		108,545	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-
2	<blank>			
3	<blank>			
Subtotal		-	-	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
<u>TOTAL OPERATING BUDGET CHANGE</u>		108,545	-	-
ASSOCIATED CAPITAL FUNDING		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
<u>TOTAL ASSOCIATED CAPITAL FUNDING</u>		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	1.00	-	
FTE's	(calculated field - sect. 8&9)	1.00	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	1.00	-	

Request Title	Roads Supervisor			
8) 2011 Complement Details				
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.				
2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Supervisor			
Estimated start date (dd-mm-yy to dd-mm-yy)	1/4/2011			
# 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 term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code	2310001			
Grade level	7			
Est. starting step	1			
2011 Complement Annual Cost Detail				
Annual full-time \$	85,574			85,574
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$	-			-
* PT vacation pay <i>(calculated field)</i>	-	-	-	-
* Annual benefits <i>(calculated field)</i>	21,821	-	-	21,821
* FT contract benefits in lieu <i>(calculated field)</i>	-	-	-	-
Subtotal	\$ 107,395	\$ -	\$ -	\$ 107,395
Continuous costs	<i>(BU & Acct #.)</i>			
1) Membership Fees	2310001.711	150		150
2) Cell phones	0.7122	1,000		1,000
3) <blank>				-
4) <blank>				-
Subtotal		\$ 1,150	\$ -	\$ 1,150
One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal		-	-	-
Total 2011 Complement Annual Costs	\$ 108,545	\$ -	\$ -	\$ 108,545
Additional Comments:				

Request Title	Roads Supervisor			
9) 2012 Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				
2012 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay <i>(calculated field)</i>	-	-	-	-
* Annual benefits <i>(calculated field)</i>	-	-	-	-
* FT contract benefits in lieu <i>(calculated field)</i>	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	<i>(BU & Acct #.)</i>			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal	-	-	-	-
Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary Equipment Operators
(if applicable)
Department Public Works **Business Unit Name** Roads Division

Request Title Equipment Operators

Annual Budget Change Summary					
Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	-	-	-	-	-
Net FTE's	2.00	-	2.00	-	2.00
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	104,393	-	104,393	-	104,393
Other continuous costs	-	-	-	-	-
One-time expenses	-	-	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ 104,393	\$ -	\$ 104,393	\$ -	\$ 104,393
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

This request is to hire 2 additional Equipment Operator I positions. This request is to deal with the growth of the City's road network, as well as meet mandated programs, both provincially and locally.

The province has mandated the changeover of specific signs under the Highway Traffic Act. In addition, reflectivity testing and replacement of non-compliant signage is required. In order to ensure that non-compliant signs are changed out, and ensure that existing signage is maintained and meets provincial requirements, two additional Sign Crew staff are required.

In addition to the above, and due to the growth of the City and the increasing sign maintenance that goes with it, we have not been able to implement a pro-active sign replacement program for either regulatory, or non-regulatory signs. A pro-active sign replacement program would assist in mitigating liability claims against the City, and would present a positive image of the City to both its residents and visitors.

In addition to meeting provincially mandated programs, the City must also deal with illegal signage on the back of traffic signs. Previously, By-law Enforcement staff would be involved in removing these signs. As this work is more suited to that of the Public Works' Sign Crew, this responsibility has been transferred to Public Works. Due to the workload, existing staff can not perform this activity without compromising other maintenance activities. *These two requested staff would be involved in that program as well.*

Milestones or Deliverables	Timelines	Comments
Approval of staff	Q1/11	Hiring will most likely be internal, therefore somewhat quicker to fill.
Start of second Sign Crew	Q2/11	Allow for start up of concentrated illegal sign removal program
Reduced backlog of sign repair / installation requests	Q2/11	
Pro-active sign replacement program	Q3/11	

1B) ...Are other departments involved? If so, what is the requirement for other departments? Explain?

With the exception of Human Resources' involvement in the recruiting process, no other department is involved.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Equipment Operators
---------------	---------------------

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

This request links to Vaughan Vision 20/20 through its Goal of Service Excellence, and the Objective of Enhance and Ensure Community safety, Health & Wellness, as well as the Goal of Management Excellence, and the Objective of Maintain Assets & Infrastructure Integrity.

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

This request links to the business plan initiatives related to signage and ensuring compliance with applicable legislation and Minimum Maintenance Standards.

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

There are no cost savings attributable to this request. However, there will be improved sign installation times, as well as ensuring compliance with applicable legislation.

5) Alternatives

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

The alternative is not to provide the additional 2 staff, and possibly incur increased liabilities due to non-compliant signage, or lack of proper regulatory signage.

Request Title	Equipment Operators
6) Implications/Consequences (if request not approved)	
A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)	
If not approved, the City could possibly incur increased liabilities due to non-compliant signage, or lack of proper regulatory signage. In addition, the removal of illegal signage from the back of traffic signs will not take place, and other platform maintenance activities will either fall behind or not get completed at all.	
B) Please check off how the request relates to the following:	
Legislative/Regulatory Requirement	
<input type="checkbox"/> None <input checked="" type="checkbox"/> Little consequence of non compliance <input type="checkbox"/> Significant external repercussion/penalty	
Please specify:	
Specific Legislation (i.e.... Act/Regulation/etc.)	Provincial Regulation 239/02, Highway Traffic Act
What are the compliance requirements?	Comments Compliance with HTA is mandatory, and compliance with regulation 239/02 is necessary to provide a legal defence against liability claims.
Current status of compliance:	Meeting
Probability of Litigation and/or Health & Safety Issues	
<input type="checkbox"/> None <input type="checkbox"/> Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring <input checked="" type="checkbox"/> Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty <input type="checkbox"/> Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address	
Comments	
Please describe the type and nature of risk	
Probability of Risk <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	
Core City Service Disruption	
<input type="checkbox"/> None <input type="checkbox"/> Service provided with minor internal issues -slight inconvenience <input checked="" type="checkbox"/> Intermittent service level impact - some public/client complaints/frustration <input type="checkbox"/> Service failure - constant public/client complaints/aggression	
BRIEFLY DESCRIBE IMPACT:	
Issues, Objectives, etc.	<div style="border: 1px solid black; padding: 5px; text-align: center;"> <p>Already outlined previously in this form</p> </div>
Current service level vs. target	

Request Title		Equipment Operators			
7) Financial/Resource Detail					
Component		BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)					
1	* Staffing costs (calculated field)	(See sect. 8&9)	83,182	-	
2	* Benefits	(See sect. 8&9)	21,211	-	
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-	
4	<blank>				
5	<blank>				
6	<blank>				
7	<blank>				
Subtotal			104,393	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)					
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-	-
2	<blank>				
3	<blank>				
Subtotal			-	-	-
OFFSETS - cost savings, reductions, etc					
1	<blank>				
2	<blank>				
3	<blank>				
Subtotal			-	-	-
<u>TOTAL OPERATING BUDGET CHANGE</u>			104,393	-	-
ASSOCIATED CAPITAL FUNDING		Proj. #			
1	<blank>				
2	<blank>				
3	<blank>				
<u>TOTAL ASSOCIATED CAPITAL FUNDING</u>			-	-	-
COMPLEMENTS & FTE's					
# of positions requested	(calculated field - sect. 8&9)		2.00	-	
FTE's	(calculated field - sect. 8&9)		2.00	-	
FTE reductions/offsets	(Manual Field)		-	-	
Net FTE's	(calculated field - sect. 8&9)		2.00	-	

Request Title	Equipment Operators			
8) 2011 Complement Details				
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.				
2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	Equipment Operator I	Equipment Operator I		
Estimated start date (dd-mm-yy to dd-mm-yy)	1/4/2011	01/04/11		
# of positions requested	1.00	1.00		2.00
Full-time equivalents (FTEs)	1.00	1.00		2.00
Position type	Full-time	Full-time		
Position agreement classification	Cupe Hourly	Cupe Hourly		
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code	2310220.7100	2310220.7100		
Grade level	C	C		
Est. starting step	start	start		
2011 Complement Annual Cost Detail				
Annual full-time \$	39,837	39,837		79,674
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$	1,754	1,754		3,508
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	10,606	10,606	-	21,211
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 52,197	\$ 52,197	\$ -	\$ 104,393
Continuous costs	(BU & Acct #.)			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal	-	-	-	-
Total 2011 Complement Annual Costs	\$ 52,197	\$ 52,197	\$ -	\$ 104,393
Additional Comments:				

Request Title	Equipment Operators			
9) 2012 Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				
2012 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay <i>(calculated field)</i>	-	-	-	-
* Annual benefits <i>(calculated field)</i>	-	-	-	-
* FT contract benefits in lieu <i>(calculated field)</i>	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	<i>(BU & Acct #.)</i>			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal	-	-	-	-
Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary

Department **Business Unit Name** (If applicable)

Request Title
Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	-	-	-	-	-
Net FTE's	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	-	-	-	-	-
Other continuous costs		250,000	250,000	-	250,000
One-time expenses	-	-	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ -	\$ 250,000	\$ 250,000	\$ -	\$ 250,000
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

This request is to cover the cost of contracted services performing road grinding and paving at sections of roads where there is premature failure. This work involves grinding down the top 2 inches of asphalt and re-paving the road to restore its original shape and integrity. The cost is derived by the number of square meters of work that will be done. This is a more cost effective way of dealing with water ponding issues and utility cuts, than having the contracted asphalt burner do the work. Micro milling is to eliminate rutting and premature failed sections of the road so that the road will achieve a better/ normal life span.

Milestones or Deliverables	Timelines	Comments
	Q2/2011	
	Q2/2012	

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

Purchasing Dept. is involved to put out the tender

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Roads Micro Milling
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective

* Select either - General Correlation or Mandatory for Success from drop box

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

Service Excellence - Objective A-1 Pursue Excellence in Service Delivery, Objective A-2 Enhance and Ensure Community Safety, Health, & Wellness, Management Excellence -Objective C-2 Enhance , Productivity, Cost Effectiveness and Innovation, C-3 Maintain Assets & Infrastructure Integrity

3) Business Plan Link & Related Performance Indicators

Please relate request to Department Business Plan

This ties into the business plan in terms of ensuring compliance with MMS

4) Benefits - Efficiencies & Effectiveness

Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.

Benefits include extended pavement life, this process is more cost effective than previous methods, meeting MMS for pavement and reduced complaints.

5) Alternatives

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

Alternatives are more costly and time consuming to perform, therefore not recommended

Request Title	Roads Micro Milling
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

Implications of not doing the work will result in roads that are failing prematurely, creating potholes and not meeting the MMS standards.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

Reg. #239 MMS -Minimal
Maintenance Standards and
Municipal Act

What are the compliance requirements?

Comments

There is a legislative requirement to maintain the roads in a safe condition, so the rating would be significant under Legislative Requirements

Current status of compliance:

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments

Please describe the type and nature of risk , There would be significant outcomes under the Probability of Litigation or Health & Safety issues

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

--

Current service level vs. target

Request Title	Roads Micro Milling			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
7) Financial/Resource Detail				
Component	BU Acct. # 2310140.7331	2011 Budget Change	2012	2013 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 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	-	-
2	* Benefits	(See sect. 8&9)	-	-
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)		-
4	Contractor		250,000	
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal		-	250,000	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-
2	<blank>			
3	<blank>			
Subtotal		-	-	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
<u>TOTAL OPERATING BUDGET CHANGE</u>		-	250,000	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
<u>TOTAL ASSOCIATED CAPITAL FUNDING</u>		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	-	-	
FTE's	(calculated field - sect. 8&9)	-	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	-	-	

Request Title	Roads Micro Milling			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
8) 2011 Complement Details				
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.				
2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				
2011 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay <i>(calculated field)</i>		-	-	-
* Annual benefits <i>(calculated field)</i>		-	-	-
* FT contract benefits in lieu <i>(calculated field)</i>		-	-	-
Subtotal	\$	- \$	- \$	- \$
Continuous costs	<i>(BU & Acct #.)</i>			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$	- \$	- \$	- \$
One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal		-	-	-
Total 2011 Complement Annual Costs	\$	- \$	- \$	- \$
Additional Comments:				

Request Title	Roads Micro Milling			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
9) 2012 Complement Details				
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.				
2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				
2012 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	<i>(BU & Acct #.)</i>			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	<i>(BU & Acct #.)</i>			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal	-	-	-	-
Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

City of Vaughan
2011 - 2012 Draft Operating Budget
Revenues and Expenditures - Department Summary

	Actual 2009	2010 Actual Forecast	Budget 2010	2011		Budget 2012	2011 Total Budget Variance		Budget 2012	2012		2012 Total Budget Variance
				Inc/(Dec)	Account Reallocation		Inc/(Dec)	Account Reallocation		Inc/(Dec)	Account Reallocation	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Public Works - Waste Mgmt.												
Revenue												
3500 CITY REVENUE	0	0	0	0	0	0	0	0	0	0	0	0.00%
3550 Departmental Revenues	(26,102)	(16,793)	(27,480)	13,180	0	(14,300)	13,180	0	(14,300)	0	0	0.00%
3574 Rev. from Recover. Expenses	(17,750)	(13,964)	(20,500)	4,580	0	(15,920)	4,580	0	(15,920)	0	0	0.00%
3586 Rentals	0	(518)	0	0	0	0	0	0	0	0	0	0.00%
3612 Service Charges	(34,384)	(15,213)	(35,200)	19,000	0	(16,200)	19,000	0	(16,200)	0	0	0.00%
3614 General Revenue	(139,875)	(127,540)	(120,096)	(4,904)	0	(4,904)	(4,904)	0	(4,904)	0	0	0.00%
3784 Ontario Specific Grants	(642,361)	(594,169)	(550,000)	(400,000)	0	(950,000)	(400,000)	0	(950,000)	0	0	0.00%
Revenue	(860,472)	(768,197)	(753,276)	(868,144)	0	(1,121,420)	(868,144)	0	(1,121,420)	0	0	0.00%
Labour Accounts												
7010 Full Time	317,478	328,844	324,239	8,553	0	332,792	8,553	0	346,002	13,210	0	3.97%
7012 Overtime	1,114	252	3,630	(10)	0	3,620	(10)	0	3,620	0	0	0.00%
7015 Part Time	17,996	10,780	27,920	0	0	27,920	0	0	27,920	0	0	0.00%
7017 Benefits	82,915	77,920	86,309	2,190	0	88,499	2,190	0	93,587	5,088	0	5.75%
Labour Account Subtotal	419,503	417,796	442,098	10,733	0	452,831	10,733	0	471,129	18,298	0	4.04%
Non Labour Accounts												
7100 Mileage	203	(7)	600	0	0	600	0	0	600	0	0	0.00%
7103 407-ETR Toll Charges	28	9	120	0	0	120	0	0	120	0	0	0.00%
7105 Memberships/Dues/Fees	1,278	3,302	3,040	0	0	3,040	0	0	3,040	0	0	0.00%
7110 Meals & Meal Allowances	13	28	330	0	0	330	0	0	330	0	0	0.00%
7115 Training & Development	3,614	4,217	3,960	1,080	1,080	5,040	1,080	1,080	5,040	0	0	0.00%
7120 Telephone Charges	63	181	840	0	(340)	500	(340)	0	500	0	0	0.00%
7122 Cellular Telephones	2,311	2,230	3,000	0	0	3,000	0	0	3,000	0	0	0.00%
7125 Subscriptions/Publications	0	0	480	0	0	480	0	0	480	0	0	0.00%
7135 Advertising	5,373	0	6,960	0	(1,080)	5,880	(1,080)	0	5,880	0	0	0.00%
7140 Promotion & Education	150,120	159,415	191,200	5,000	5,000	196,200	5,000	0	196,200	0	0	0.00%
7200 Office Supplies	65	102	200	0	0	200	0	0	200	0	0	0.00%
7211 Computer Hardware/Software	271	1,563	4,140	0	0	4,140	0	0	4,140	0	0	0.00%
7300 Protect. Clothing/Uniforms	319	0	2,000	0	0	2,000	0	0	2,000	0	0	0.00%
7315 Preventative Mtce. A	0	0	0	0	0	0	0	0	0	0	0	0.00%
7330 Materials and Supplies	76,972	97,245	81,110	(19,150)	(1,340)	60,620	(19,150)	(1,340)	61,815	1,195	0	1.97%
7331 Contractor & Contract. Mat.	7,793,851	7,811,739	8,081,521	491,820	(5,320)	8,588,021	491,820	(5,320)	8,906,655	338,634	0	3.95%
7332 Y.R. Material Recovery	0	0	0	0	0	0	0	0	0	0	0	0.00%
7370 Dumping Charges	0	0	0	0	0	0	0	0	0	0	0	0.00%
7400 Bank Charges	7,573	4,150	960	0	0	960	0	0	960	0	0	0.00%
7410 Rental, Leases - Equipment	0	0	870	0	0	870	0	0	870	0	0	0.00%
7520 Professional Fees	12,520	0	6,360	0	2,000	8,360	0	2,000	8,360	0	0	0.00%
7630 Wireless/Internet Commun.	0	0	600	0	0	600	0	0	600	0	0	0.00%
7689 Sundry Expenses	142	67	560	0	0	560	0	0	560	0	0	0.00%
7700 Chgs. from Other Depts.	800	544	4,080	0	0	4,080	0	0	4,080	0	0	0.00%
7710 Internal Recoverable	0	(58)	(60)	0	0	(60)	0	0	(60)	30	90	-150.00%
7716 Outside Recoverable	0	258	0	0	0	0	0	0	0	0	0	0.00%
Non Labour Account Subtotal	8,052,940	8,084,985	8,332,871	472,670	0	8,865,541	472,670	0	9,205,460	339,919	0	3.83%
Total Expense	8,472,443	8,502,781	8,834,969	483,403	0	9,318,372	483,403	0	9,676,589	358,217	0	3.84%
Net Total	7,611,971	7,734,584	8,081,693	115,259	0	8,196,952	115,259	0	8,555,169	358,217	0	4.37%

2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement: (Describe the core responsibilities for your department)

To ensure effective collection of residential (including limited non-residential and mixed-use establishments) residual waste (garbage) and resource materials (household organics, recyclables large appliances and leaf and yard materials)

To effectively monitor and evaluate the success of the Greening Vaughan initiative and to assess and develop other programs that may further enhance current programs or provide additional avenues for waste diversion

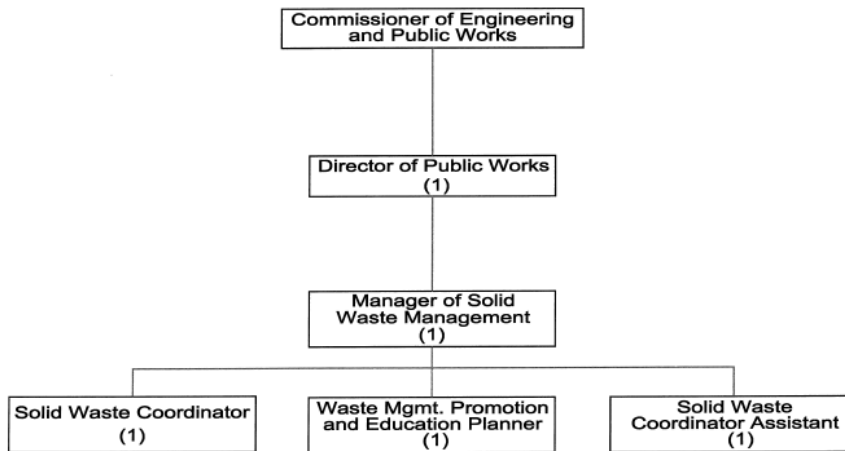
To inform and involve the citizens of Vaughan through ongoing educational and promotional initiatives of the City's comprehensive waste management plan and the waste management priorities as established by the Mayor and members of Council

Service Profile: (Provide the Organizational Chart for your department)

Full Time, Part Time and Overtime – Budgeted Amounts

					Additional Resource Requests	
	2008	2009	2010	2011 Base	2011	2012
Full Time (FTE)	3	4	4	4	0	0
Part Time (FTE)	1.03	1.03	1.03	1.03	0	0
Overtime (Budget)	\$4,020	\$4,020	\$3,630	\$3,620	0	0

Public Works Department - Solid Waste Management ORGANIZATIONAL CHART



Key Stakeholders: (detail major internal and external stakeholders who interact with the department—key people impacted and involved)

- Citizens of Vaughan
- Mayor and Members of Council
- Planners / Developers re: Waste Collection Design Standards Policy / Site Plan review
- York Region
- Collection Contractor(s)

2011-12 Business Plan

- Governing legislation such as the Environmental Protection Act; Environmental Assessment Act and the Ontario Municipal Act

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

Service Excellence

Pursue excellence in service delivery
Lead and promote environmental sustainability

Management Excellence

Enhance productivity, cost effectiveness and innovation

Staff Excellence

Support the professional development of staff



Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

Challenges

Some of the challenges experienced in the Solid Waste Management division are as follows:

- Enforcement. Inability for Waste Management staff to formally enforce Waste Collection By-law
- Differentiating our program from that of Toronto's (they are permitted to use oversized containers; they take recycling items we do not accept etc.)
- Matching efficiencies on the processing/disposal side (Region) with that of collection efficiencies (City) and residents needs
- Growing use of oversized containers – pressure by some to move to use oversized containers – which would require automated collection (much more costly)
- Maintaining two different distribution programs for blue boxes and green bins.

Opportunities

Waste Diversion Efforts may be enhanced by assessing program changes / alterations, some of which are as follows:

- increasing the cost of the garbage tags
- reducing the allowable "free" garbage items from 3 items every other week to 2 items every other week
- eliminating the provision of the 4 annual double up events
- implementing maximum set out limits for multi res establishments that the City provides municipal collections services to.
- Implementing a ban on electric and electronic waste curbside.

Efficiencies would be gained if

- appliance appointments are made online
- one system for point of sale transactions. Elimination of handwritten receipts
- there is only one program (not two) for the distribution of blue boxes and green bins.

City wide

- looking at a language translation program / tool – via a third party - that would be able to translate Vaughan Online web information from English to an alternate language

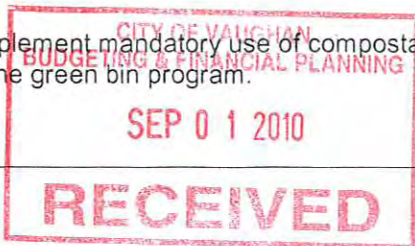
2011-12 Business Plan

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
<u>2010:</u> To further implement a comprehensive multi res campaign	2010	Ongoing	To be determined. Intended to increase waste diversion in multi
<u>2010:</u> To develop new collection contract (ex one expires Dec 31, 2010) – Unless 2 year ext. is entertained	2010	Complete	Two year extension enacted
<u>2010:</u> To further address requirements of FCM grant if so required (may be completed in 2009 though)	2010	Complete	Outstanding reports completed and requisite monies received
<u>2010:</u> Work with Legal to get new waste collection by-law to council	2010	Complete	Report went to C of W Aug 31, 2010

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. To continue with multi res education efforts. (i.e. info for residents and property managers)	2011	To have both the property management team and the residents more aware of the City's waste diversion programs and to increase waste diversion efforts accordingly.	In house
2. To conduct waste audits at a limited number of Multi Res establishments	2011	To establish a baseline in terms of waste composition.	Consultant & In house
3. Implement a pilot for specifically designed recycling containers at problematic Canada Post (residential) super mail boxes locations.	1 year from time of implementation	Less litter at problematic sites; cleaner community image.	Pilot dependent on whether ARR request approved (both capital and operating)
4. To implement mandatory use of compostable bags in the green bin program.	2011	To ensure consistency with York Region's directive of mandatory use of compostable bags in green bin program by May 2011.	York Region & Are Municipalities & In house



2011-12 Business Plan

6. To revise / update Waste Collection Design Standards Policy	2011	To have policy less 'interpretative'	In house
7. To continue to promote the move from printed material to Vaughan Online	2011	In keeping with the Corp Comm's objective of "Vaughan Online"	In house & Other City depts (IT)
8. Eliminate the provision of Double Up Week events (4 per year)	2011	To enhance recycling efforts by the residents.	In house – Report to be prepared Q2 of 2011
9. To promote Public Works (along with Waste which we currently do) in elementary schools	2011	Awareness by residents (children) what services are provided by Vaughan Public Works	In house

2012 (Top 3 Objectives)

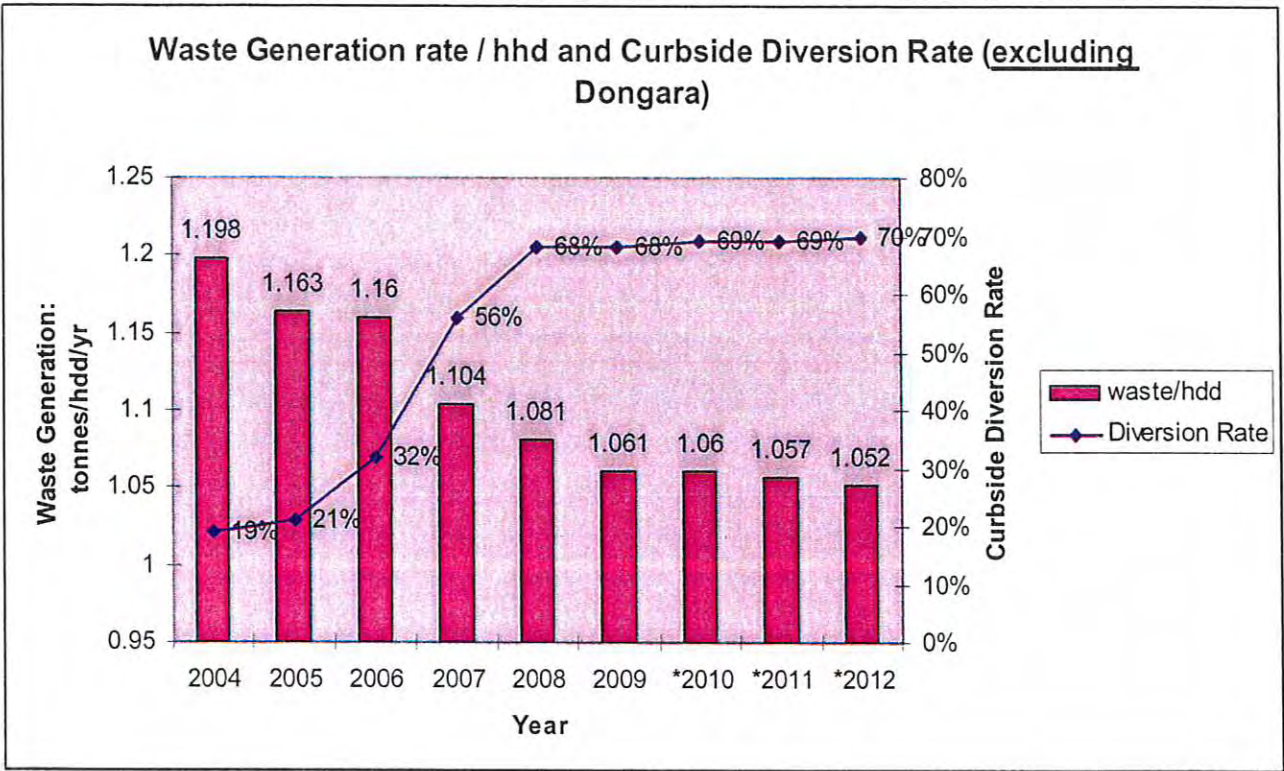
1. To implement ban on electric and electronic waste curbside.	2013	To further promote waste diversion efforts by banning designated electric and electronic waste curbside.	York Region & In house
2. To assess additional waste diversion efforts that could be in the multi res establishments	2012	Initiatives which will further enhance the City's waste diversion rate.	In house
3. Prepare Waste Collection Contract for release in mid 2012	2012	To have new contract awarded.	In house



2011-12 Business Plan

BUSINESS OVERVIEW:

Key Performance Indicators: (List relevant high level performance measures which provide information on the department’s efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)



*Projected figured (2010, 2011, 2012)

Key Conclusions:

- Waste diversion initiatives have been successful (increased diversion rate)
- Residents appear to be placing less waste curbside (less waste generated per hdd)

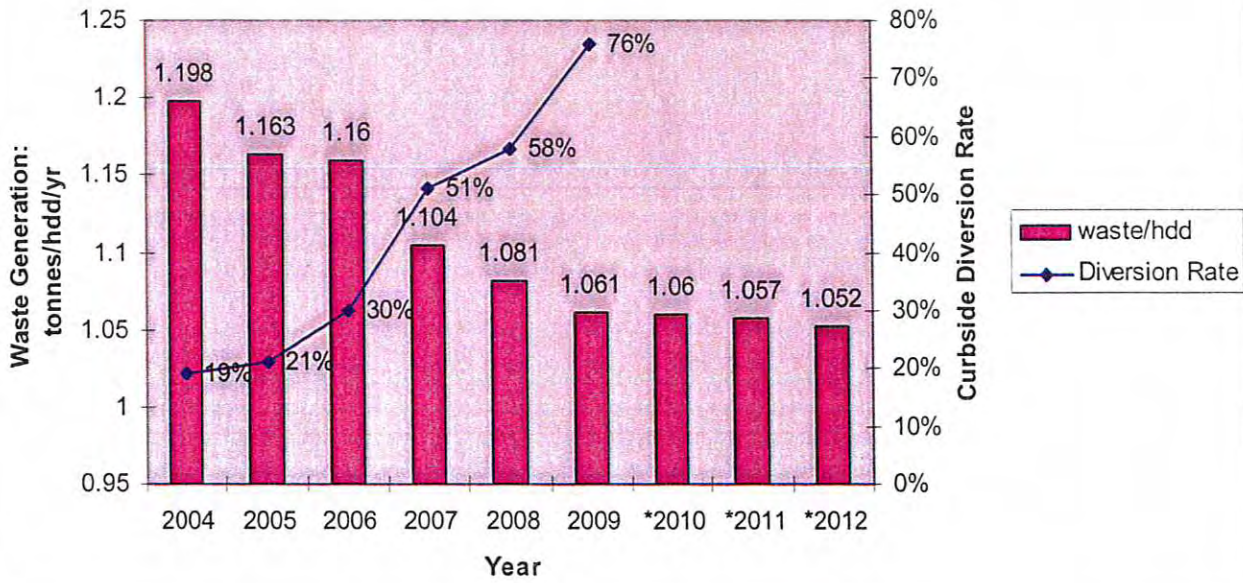
Notes:

- Unit (weight) measured in metric tones
- Total curbside diversion figures includes both curbside and multi res (that we service)
- Diversion rate does not include residuals resulting from processing operations
- Diversion rate does not include residuals processed at Dongara
- Data Source: Data derived from York Region and contractor summaries

CITY OF VAUGHAN
BUDGETING & FINANCIAL PLANNING
SEP 01 2010
RECEIVED

2011-12 Business Plan

Waste Generation rate / hdd and Diversion Rate (including Dongara and including residuals)



*Projected figured (2010, 2011, 2012)

Key Conclusions:

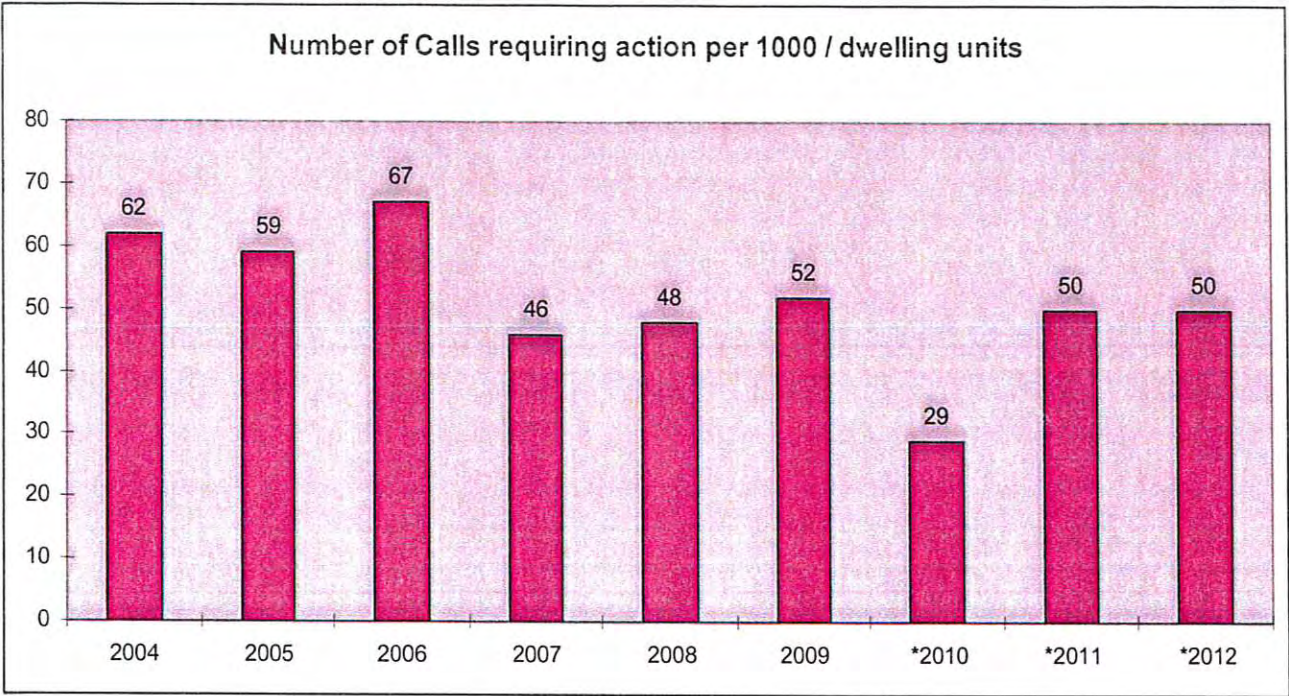
- Waste diversion initiatives have been successful (increased diversion rate)
- Residents appear to be placing less waste curbside (less waste generated per hdd)

Notes:

- Unit (weight) measured in metric tones
- Total curbside diversion figures includes both curbside and multi res (that we service)
- Diversion rate does not include residuals resulting from processing operations
- Diversion rate does include residuals processed at Dongara. Dongara opened fall of 2008. Numerous shutdowns in 2008, 2009 and 2010. Dongara processes residuals waste into energy pellets
- Residuals are distributed proportionately to area municipalities. If for example a municipality brings in 25% of the recycling material they are assigned 25% of the residuals.
- Data Source: Data derived from York Region and contractor summaries



2011-12 Business Plan



*Projected figured (2010, 2011, 2012)

Key Conclusions:

- Changes to programs and contractors ability to adhere to the collection contract influence the number and type of inquiries and complaints received

Notes:

- Assumes population growth is proportionate to waste produced
- GV launched 2005 to 2007, therefore increase number of calls during that time
- Not all calls entered into the CMS system require action
- Data Source: Public Works admin.




Commissioner Sign-off

08/31/10

Date (mm/dd/yy)



2011-12 DRAFT OPERATING BUDGET

VAUGHAN LIBRARIES

➤ FINANCIAL SUMMARY

➤ BUSINESS PLAN

➤ ADDITIONAL RESOURCE REQUESTS

- E-Media Specialist
- Purchasing Power Protection
- North Thornhill CC Library Kiosk (moved to 2013)
- Civic Centre Resource Library (moved to 2013)

	Actual 2009	2010 Actual Forecast	Budget 2010	Budget 2011	2011 Inc/(Dec)	2011 Account Reallocati on	2011 Total Budget Variance	Budget 2012	2012 Inc/(Dec)	2012 Account Reallocati on	2012 Total Budget Variance	%
7311 Renovations	0	0	0	0	0	0	0	0	0	0	0	0.00%
7313 Library Cards	57,687	43,700	44,300	24,300	0	(20,000)	(20,000)	24,300	0	0	0	-45.15%
7317 Enbridge/Consumers Gas	230,471	223,840	257,490	275,040	17,550	0	17,550	292,220	17,180	0	17,180	6.82%
7400 Bank Charges	4,766	4,432	6,000	6,000	0	0	0	6,000	0	0	0	0.00%
7410 Rental, Leases - Equipment	0	0	0	0	0	0	0	0	0	0	0	0.00%
7500 Data Processing Services	19,897	18,068	23,140	22,450	0	(690)	(690)	22,450	0	0	0	-2.98%
7501 Business Shutdown	0	0	0	0	0	0	0	0	0	0	0	0.00%
7510 Cleaning Services	88,140	90,424	99,350	99,350	0	0	0	99,350	0	0	0	0.00%
7516 Book Purchases	4,714	3,206	0	0	0	0	0	0	0	0	0	0.00%
7520 Professional Fees	28,570	28,076	20,000	20,000	0	0	0	20,000	0	0	0	0.00%
7530 Outside Services	34,325	33,058	40,000	40,000	0	0	0	40,000	0	0	0	0.00%
7531 Service Contracts	124,980	106,252	126,520	116,520	0	(10,000)	(10,000)	136,520	0	20,000	20,000	-7.90%
7565 Resources-Books	1,407,795	1,343,799	1,396,610	1,380,940	0	(15,670)	(15,670)	1,380,940	0	0	0	-1.12%
7566 Resources-Replace Lost Books	0	186	0	0	0	0	0	0	0	0	0	0.00%
7570 Periodical - Library	236,244	224,137	209,430	225,100	0	15,670	15,670	225,100	0	0	0	7.48%
7595 Innovative Programmes	35,956	42,681	33,600	37,780	0	4,180	4,180	37,780	0	0	0	12.44%
7696 GST Adjustment 2004	0	0	0	0	0	0	0	0	0	0	0	0.00%
7699 Sundry Expenses	2,948	4,085	1,800	1,770	0	(30)	(30)	1,770	0	0	0	-1.67%
7700 Chgs. from Other Depts.	0	0	0	0	0	0	0	0	0	0	0	0.00%
7702 Joint Service Chgs.-City	488,870	391,840	430,450	430,450	0	0	0	430,450	0	0	0	0.00%
7780 Trsf. to Reserves-Insurance	35,505	42,750	42,750	50,900	8,150	0	8,150	54,110	3,210	0	3,210	19.06%
7785 Trsf. to Reserves-Other	0	0	0	0	0	0	0	0	0	0	0	0.00%
7790 Trsf. to from Expend Res	0	0	0	0	0	0	0	0	0	0	0	0.00%
Non Labour Account Subtotal	3,352,424	3,068,777	3,269,070	3,294,770	25,700	0	25,700	3,315,160	20,390	0	20,390	0.79%
Total Expense	11,110,948	11,298,305	11,661,450	12,334,185	672,735	0	672,735	12,827,295	493,110	0	493,110	5.77%
Net Total	10,654,935	10,854,581	11,237,940	11,906,255	668,315	0	668,315	12,394,885	488,630	0	488,630	5.95%

2011 Budget Variance Comments

Full Time	Increase due to market survey, pro-rated progression, economic adjustment, and salary grade adjustment
Overtime	Increase due to union agreement rate changes
Part Time	Increase due to economic increase for part time
Benefits	Increase in relation to salaries increase
Telephone Charges	Reallocated to Office Supplies
Office Supplies	Reallocated from Telephone Charges, Sundry, Service Contracts
Computer Supplies	Reallocated from Data Processing Services, Service Contracts
Office Equip. & Furniture	Reallocated from Service Contracts
Printing	Reallocated from Service Contracts
General Mtce.	Reallocated from Library Cards
Library Cards	Reallocated to General Mtce.
Utility Services	Increase in price as per guidelines and volume increase due to summer Sunday openings
Data Processing Services	Reallocated to Computer Supplies
Service Contracts	Reallocated to Office Supplies, Computer Supplies, Office Equip. & Furniture, Printing, Innovative Programs
Resources-Books	Reallocated to Periodical – Library
Periodical – Library	Reallocated from Resources-Books
Innovative Programs	Reallocated from Service Contracts
Sundry Expenses	Reallocated to Office Supplies
Trsf. To Reserves-Insurance	Allowable increase to fund City insurance cost

2012 Budget Variance Comments

Full Time	Increase due to pro-rated progression and economic adjustment
Overtime	Increase due to union agreement rate changes
Part Time	Increase due to pro-rated progression and economic adjustment
Benefits	Increase as per guidelines
Trsf. To Reserves-Insurance	Allowable increase to fund City insurance cost

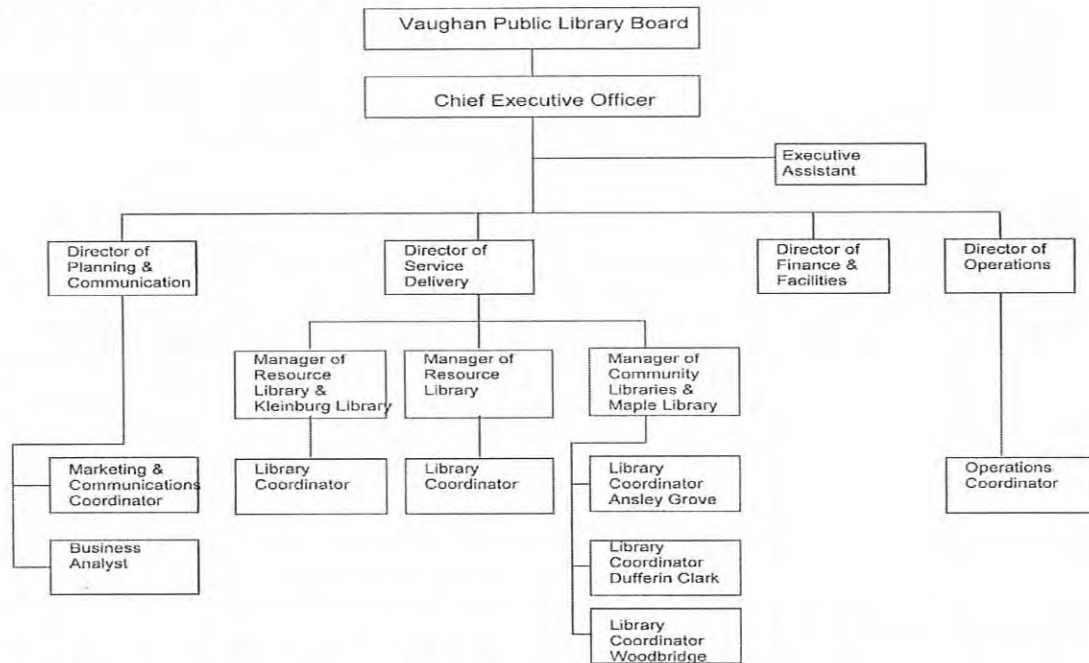
2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement: (Describe the core responsibilities for your department)

Vaughan Public Libraries contributes to the success of our growing diverse community; serving its information, learning, leisure and cultural needs in a welcoming and safe environment.

Service Profile: (Provide the Organizational Chart for your department)

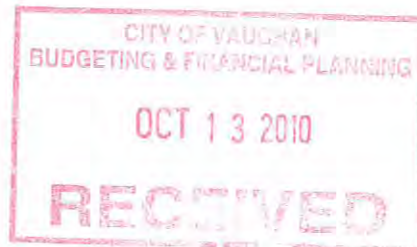


Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	79	80	80	80		0.5
Part Time	60.46	61.31	61.31	61.31		
Overtime	\$1,980	\$1,800	\$1,800	\$1,800		

Key Stakeholders: (detail major internal and external stakeholders who interact with the department—key people impacted and involved)

Residents of Vaughan
 Vaughan Council
 VPL Board
 Staff of City and VPL



2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

Service Excellence

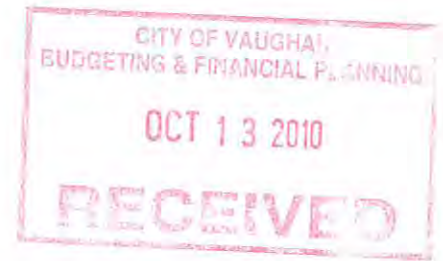
- Pursue excellence in service delivery
- Ensure and enhance community safety, health and wellness

Staff Excellence

- Support professional development of staff

Management Excellence

- Demonstrate leadership and promote effective governance
- Enhance productivity, cost effectiveness and innovation
- Plan and manage growth and economic vitality



Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

Demand for library services and materials is increasing – higher circulation of materials, increased visitors to libraries, increased traffic to website, increased membership, increased use of library facilities. More than 15,000 new members projected for 2010.

Population of Vaughan continues to increase at very rapid rate - more people = more customers.

Library budget has not kept pace with current and future growth thus service levels constantly threatened.

Construction of resource library at City Hall beginning to impact budget and work demands of staff.

Impact of AODA legislation unclear.

Prevalence of social media and electronic communication results in demand for new and additional ways to communicate with customers

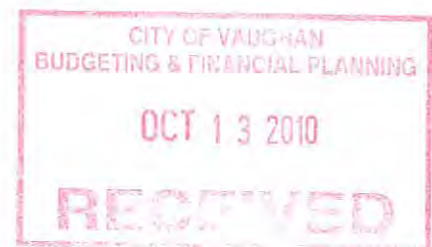
Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Encourage Family literacy	2010	Q2'10-	Family membership campaign underway
Deliver customer driven collections	2010	Q1'10 - Q1'10	\$30,00 on French materials E-book collection expanded
Configure and revitalize library facilities	2010	Q2'10 Q4'10	KL refurbished BCRL refurbishment planned
Empower staff through continuous improvement	2010	Q1'10 - Q1'10 -	STEP (Steps To Excellence Program) initiated Staff survey evaluated & suggestions implemented
Establish more access for public input	2010	Q2'10 Q3'10	Annual report to community distributed Planning for E-newsletter initiated

2011-12 Business Plan

2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Increase service to new Canadians through multilingual information service and creation of ESL area of website	Q1-2'11	Service to new Canadians becomes more parallel to English speakers	Existing Operating funds
2. Extend library service through development of plans for resource library at City Hall and initiation of construction	Q1'11-	Plans for increase in service levels to underserved area completed	Capital funds from DCs
3. Using social media and internet extend communication with customers	Q2'11	VPL embraces electronic communication with customers	ARR for E-Media Specialist
Other Secure safety of assets through replacement of obsolete asset security system	Q3'11-	Assets secured	Capital funds from taxation
2012 (Top 3 Objectives)			
1. Enhance service to seniors and mature adults through creation of unique area of website and extension of digital literacy training	Q1'12	Service to seniors and mature adults increased	Existing Operating funds
2. Open third resource library to customers	Q4'12	Increase in service levels to underserved residents	Capital funds from DCs and ARR for Operating salaries and expenses
3. Empower staff through development and implementation of comprehensive training plan	Q3'12	Staff comprehensively trained	Existing Operating funds
Other Complete replacement of obsolete asset security system	-Q2'12	Assets secured	Capital funds from taxation

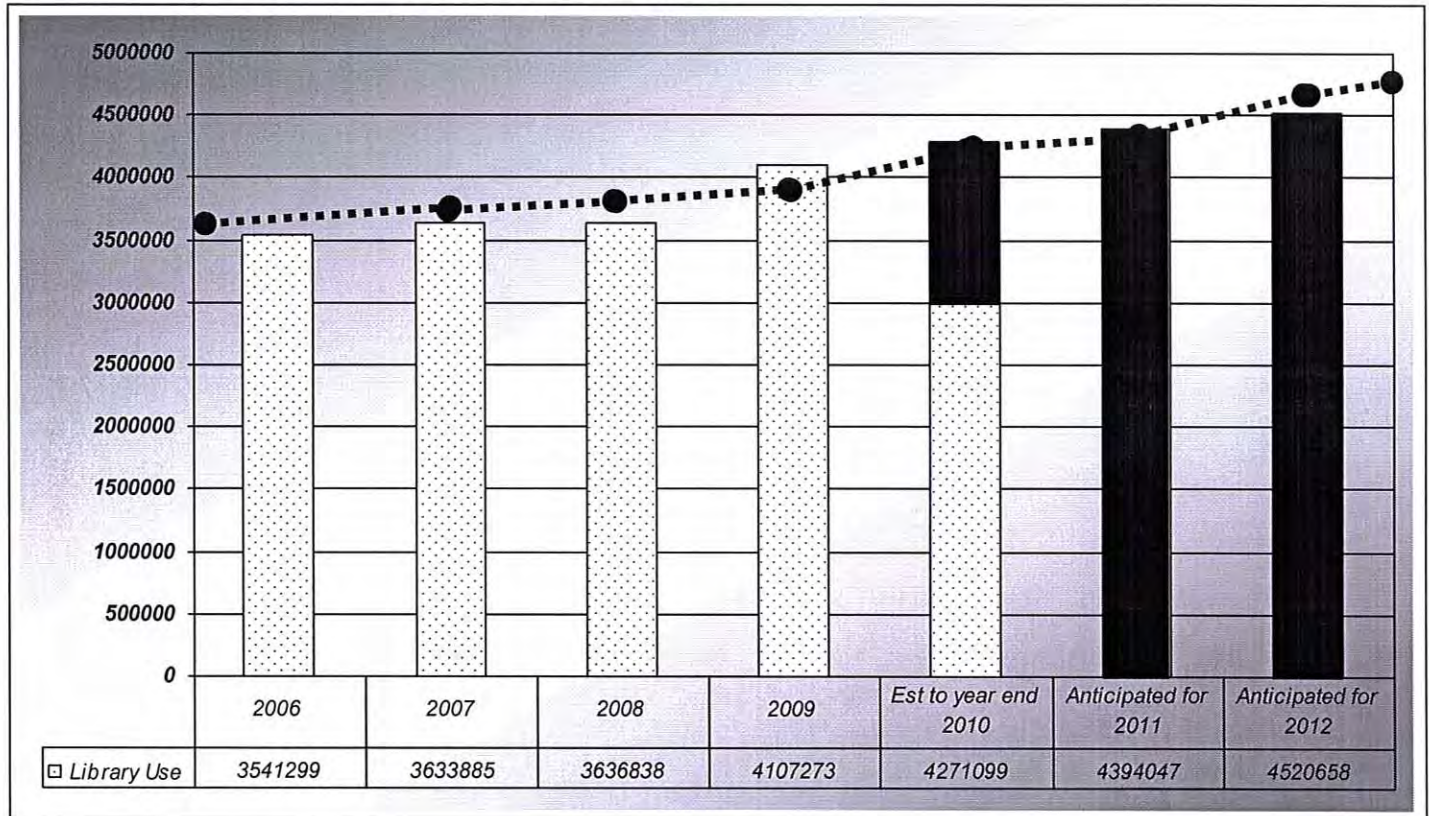


2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

MEASUREMENT: Library Use

Definition: The number of library-defined customer uses



BUSINESS OVERVIEW:

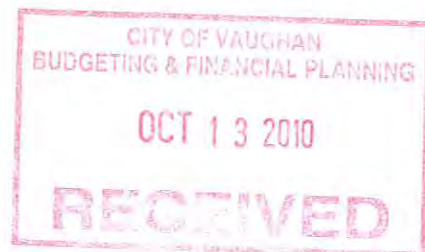
Key Conclusion: (What are some assumptions about the performance measure which should be stated)

Library use continues to increase each year. It is proposed that the large increase in library use observed in 2009, which was primarily related to the economic downturn, will not continue, although library use will steadily increase.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

Library use is measured by the sum of circulation, program attendance, in-library material use, number of people using public workstations, number of times electronic databases are accessed, both standard and electronic reference transactions, and customer assistance.

Goal: 4.5% increase annually.

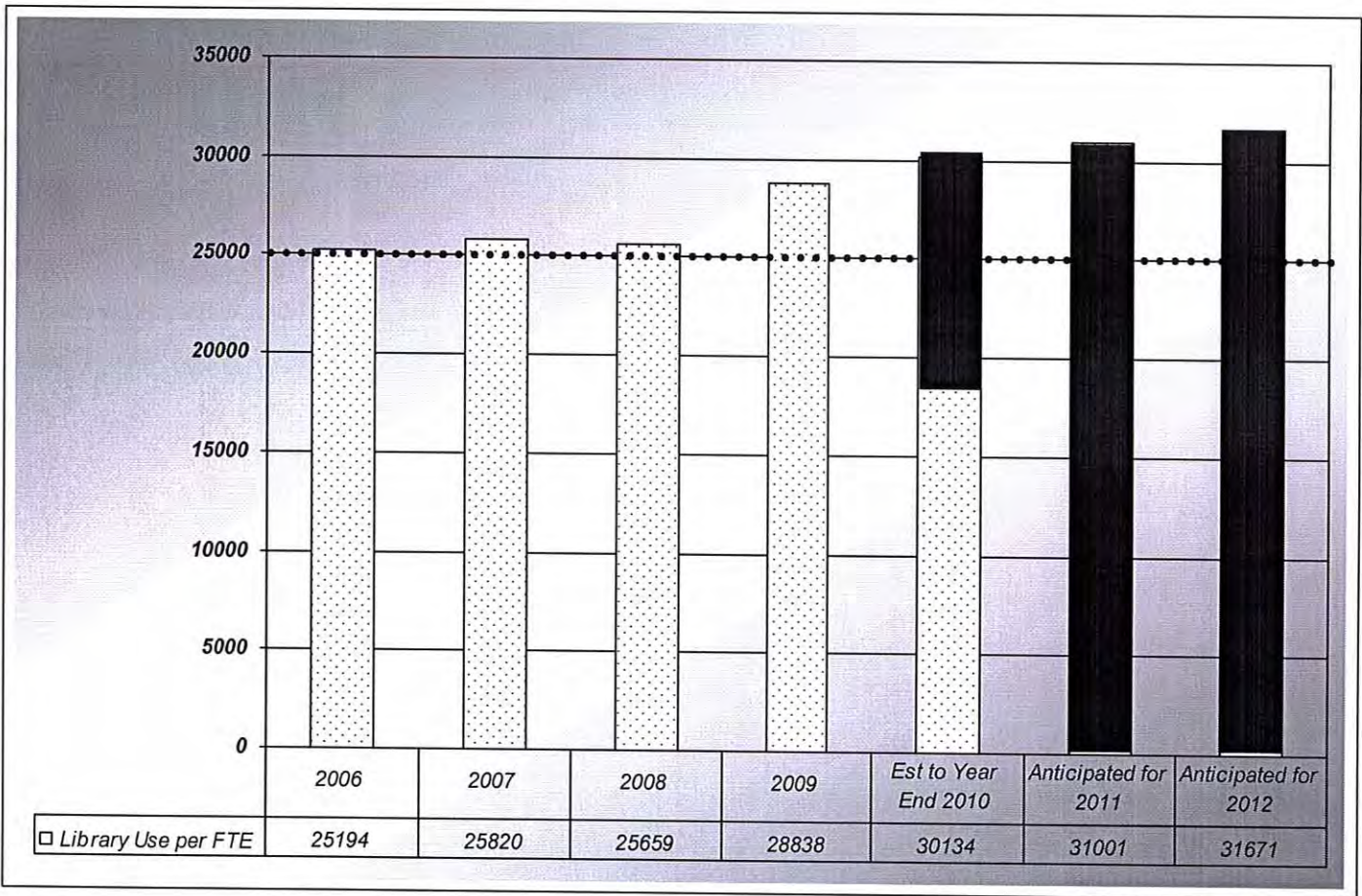


2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

MEASUREMENT: Library Use Per FTE (Full-Time Equivalent)

Definition: The number of library defined customer uses per full-time equivalent staff members.

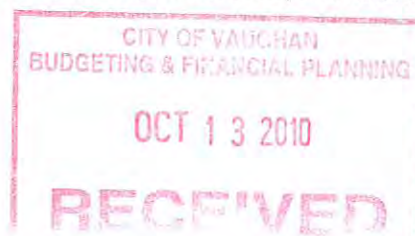


Key Conclusion: (What are some assumptions about the performance measure which should be stated)
Library use continues to increase while staff complement remains relatively stable

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

Library use is measured by the sum of circulation, program attendance, in-library material use, number of people using public workstations, number of times electronic databases are accessed, both standard and electronic reference transactions, and customer assistance.

Goal: 25,000 Uses per FTE

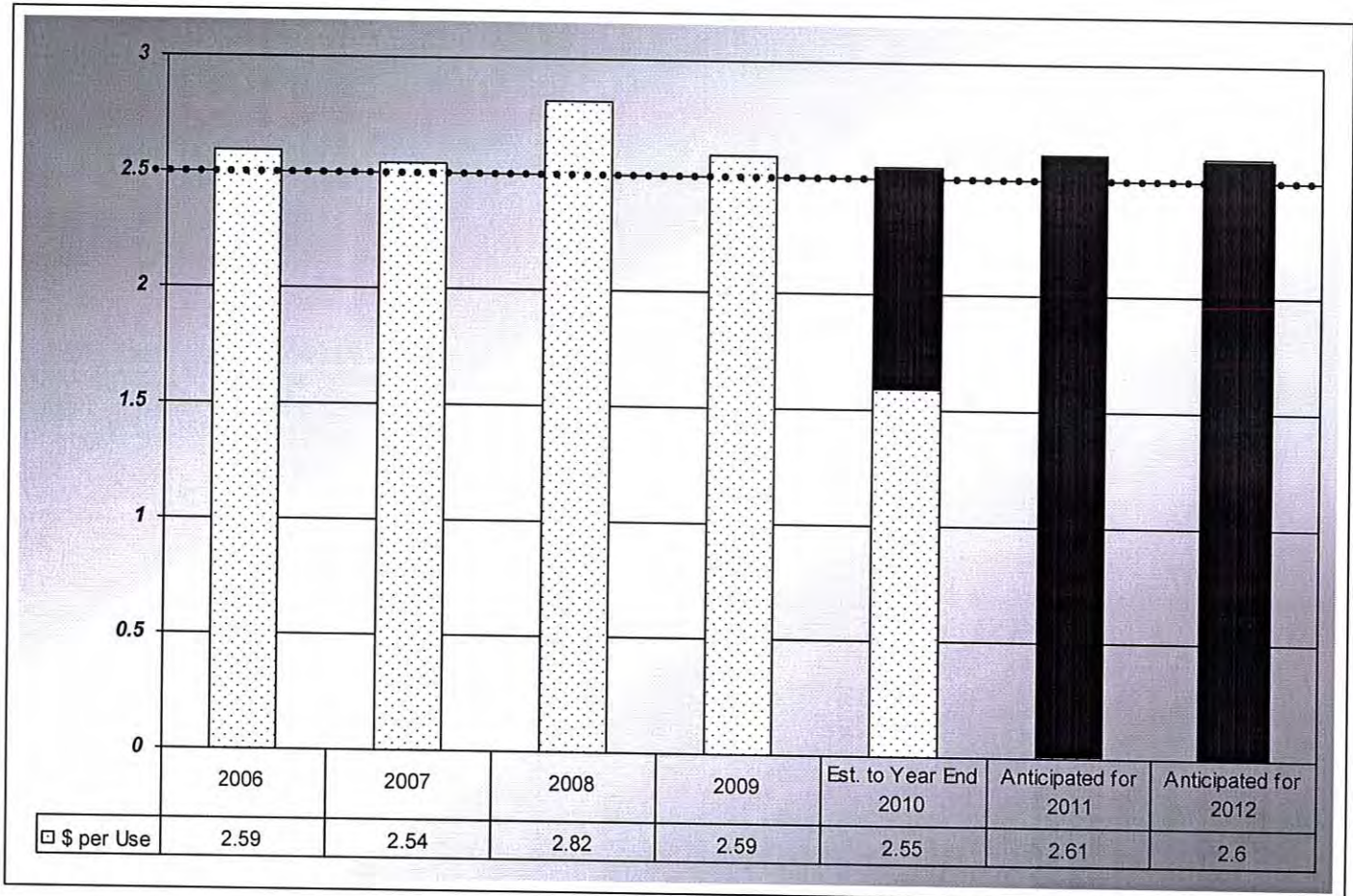


2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

Measurement: Cost per Library Use

Definition: Cost per Library defined customer use

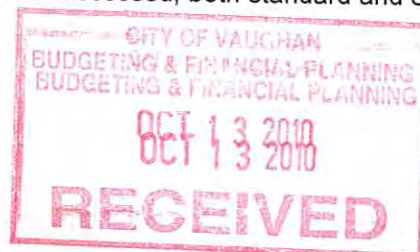


Key Conclusion: (What are some assumptions about the performance measure which should be stated)
Anticipated increases in use for 2011 and 2012 are small and costs remain relatively stable.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

Library use is measured by the sum of circulation, program attendance, in-library material use, number of people using workstations, number of times electronic databases are accessed, both standard and electronic reference transactions, and customer assistance.

Goal: Less than \$2.50 per Use

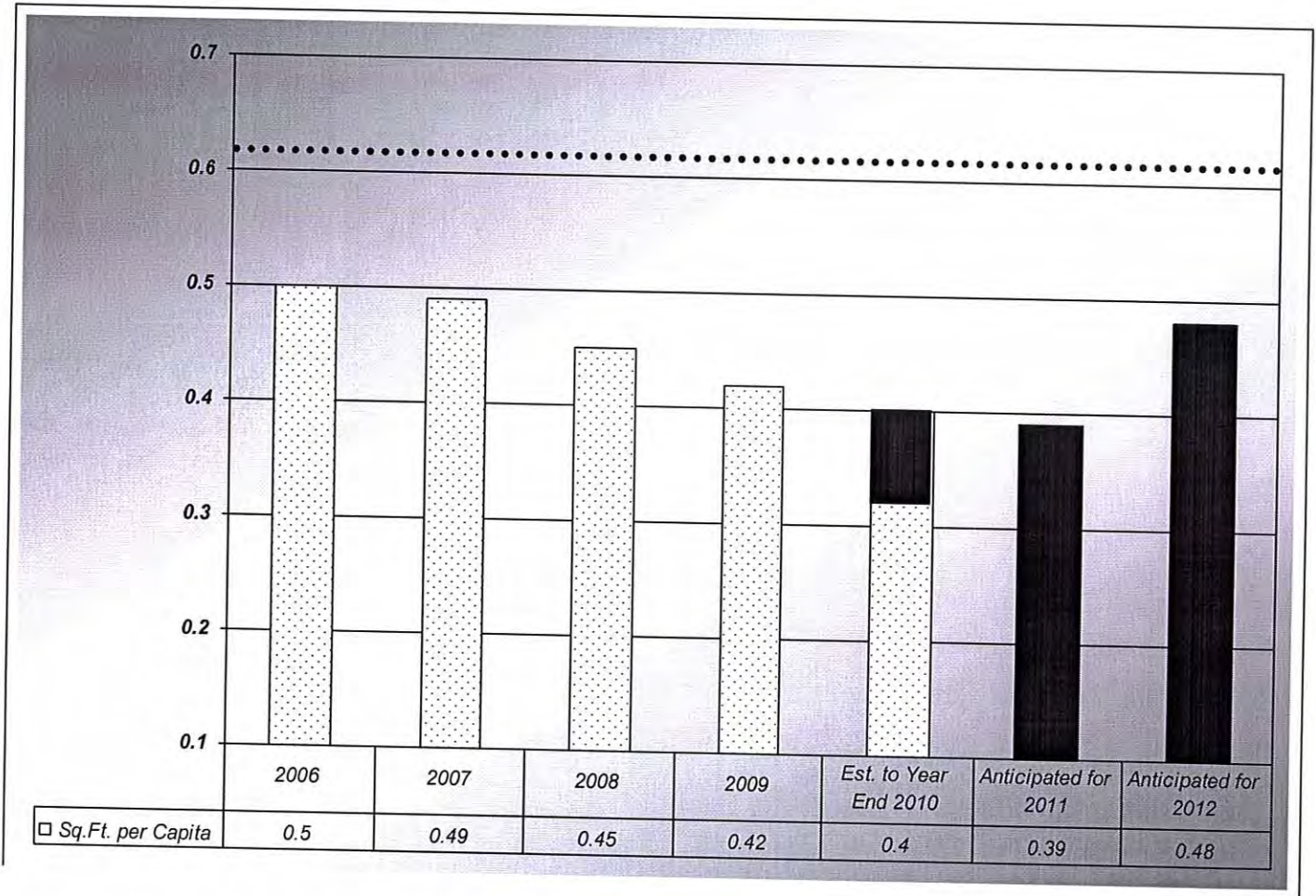


2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

Measurement: Square Feet Per Capita

Definition: The square footage of the total of all library buildings per capita

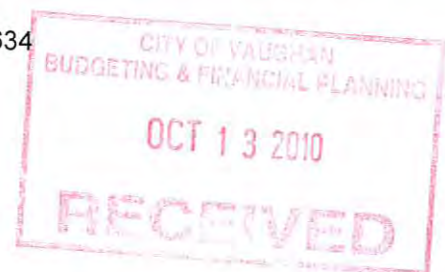


Key Conclusion: (What are some assumptions about the performance measure which should be stated)
 No additional Library space has been added since the Pierre Berton Resource Library in 2004 while the population of the City of Vaughan has continued to grow.
 The new Civic Centre Resource Library planned to open in 2012 will impact this measure.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

Civic Centre Resource Library assumed to be 36,000 sq.ft. added in 2012
 Population projections: 2010 – 298,080; 2011 – 312,984; and 2012 – 328,634

Goal: Industry Standard .61 Square Feet Per Capita

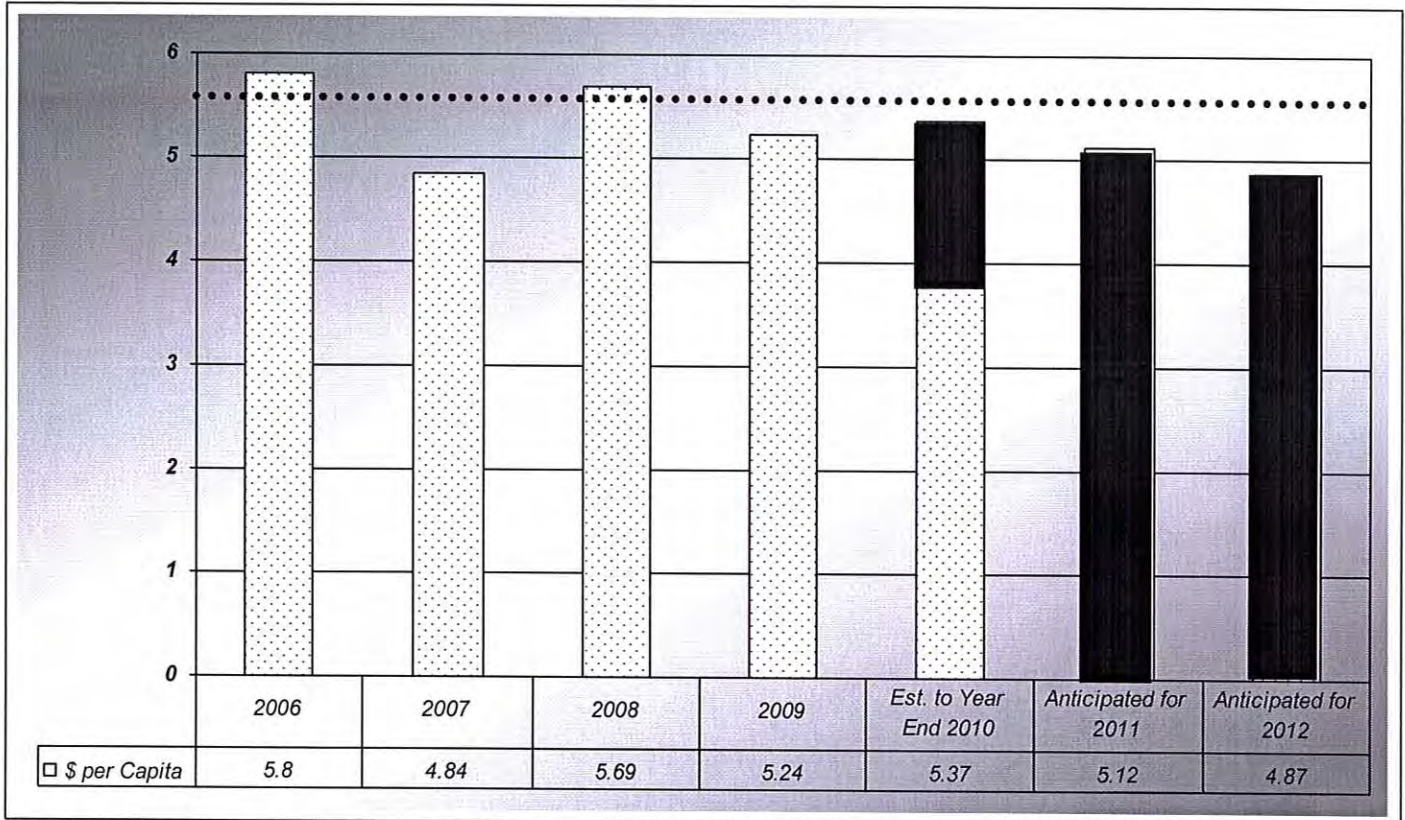


2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012).

Measurement: Material Dollars Spent Per Capita

Definition: Actual amount spent on library resources per capita

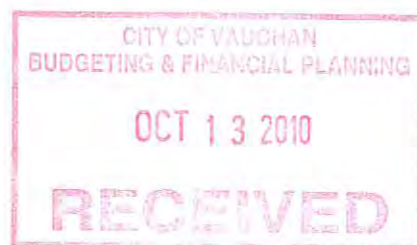


Key Conclusion: (What are some assumptions about the performance measure which should be stated)
Population growth is rapid while the collection budget remains static.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)
Library resources include books, audio visual formats, periodicals, databases and the cost to get these items shelf ready.

Population projections: 2010 – 298,080; 2011 – 312,984; and 2012 – 328,634

Goal: \$5.60 for Materials per Capita (Development Charges define \$102.83 per Capita for new facility collections)



2011-12 Business Plan

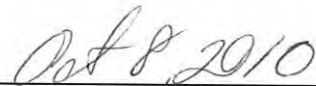
Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

Use of Vaughan Public Libraries and the population of Vaughan have continued to increase however our staff complement and space provided by VPL for our customers have remained stagnant. Square footage per customer has now reached a critical stage. Approval of 2011-2012 budget requests will ensure correction of this significant discrepancy between industry standard and that VPL offers as the third resource library becomes reality. New technology has rendered our asset security system obsolete thus the necessity to migrate is essential. As the population turns more and more to social media and use of the internet for communication, the need for an additional staff with expertise to maximize this resource has become very apparent. The composition of the Vaughan community is evolving as new Canadians settle in Vaughan and the general population ages thus there is a recognition that services to these underserved groups need be addressed as key objectives in the annual business plans.

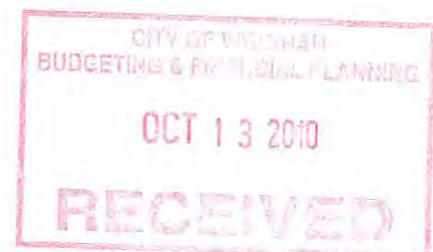
2011 and 2012 budget requests will enable VPL to accomplish annual our Business Plan objectives providing more library facilities for our customers, securing our assets, enhancing electronic communication with our customers, empowering our staff and improving service to those previously underserved new Canadians and older adults.



Margie Singleton
Chief Executive Officer



Date: 10/07/2010





**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary E-MEDIA SPECIALIST - PILOT PROJECT
(If applicable)

Department Vaughan Public Libraries **Business Unit Name**

Request Title E-MEDIA SPECIALIST - PILOT PROJECT
Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	1.00	-	1.00	-	1.00
Net FTE's	0.50	-	0.50	-	0.50
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	34,955	36,544	71,499	-	71,499
Other continuous costs	-	-	-	-	-
One-time expenses	-	-	-	-	-
Offsets/reductions	-	-	-	(69,000)	(69,000)
Net Operating Budget	\$ 34,955	\$ 36,544	\$ 71,499	\$ (69,000)	\$ 2,499
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

VPL has developed an e-media strategy to respond to the impact that technology is playing on Vaughan resident's daily lives. This strategy ensures that VPL stakeholders will receive optimum exposure to library resources through a range of electronic communication options. These include: development of a newsletter; effective use of social media technologies, ongoing VPL website enhancement through new content, and the provision of staff training through e-media. The result is an increased ability to communicate with VPL customers in a manner that meets how they want to be communicated with, while retaining existing communication modes. VPL's e-media initiative is in addition to and not a replacement for how we currently communicate with customers. The importance of these new communication technologies cannot be underestimated, as evidenced by the City of Vaughan recently introducing a Communications Specialist: Website Editorial Services position to enhance connectivity with Vaughan residents through the use of Facebook and Twitter accounts.

To assist with this work intensive but important strategy to the future of VPL, and to recognize that the scope of work is beyond the ability of existing staff to take on, an 18 month pilot project for an E-media Specialist is required to assess the viability of such a position. Reporting to the Marketing & Communications Co-ordinator, this contract position will take on responsibilities for the development of electronic marketing content for VPL's website and e-newsletter, development of relevant online content for library customers and staff using web based social media technologies, and training staff on Library/Web 2.0 best practices. This training can then be passed on to the public through the development of new user education programming. It is projected that the return on investment for this pilot project will be through a marked increase in VPL exposure within the social media, increased customer use of VPL facilities, enhanced customer satisfaction and an increase in the quality of service delivery.

The 18 month contract position for the E-media Specialist is to be a Grade 6 position. The anticipated start date for the pilot project will be the beginning of July, 2011. The economic impact of adding this contract position for salaries/benefits will be at a cost of \$36,000 in 2011 and \$75,250 for 2012.

Milestones or Deliverables	Timelines	Comments
Facebook / Twitter Presence	Q3/11	Additional communication outlet; assess usage success over pilot project
e-newsletter	Q4/11	Newsletter content to be developed; 2012 to assess results
Staff e-training	Q1/12	Streamline delivery and increase consistency of training to staff
VPL Website Enhancement	Ongoing	Increased relevance and timeliness of information included on website

1B) ...Are other departments involved? If so, what is the requirement for other departments? Explain?

N/A

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	E-MEDIA SPECIALIST - PILOT PROJECT						
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:							
Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
E-media Specialist Project Position	5	New	Q3/11	High	Mandatory	Leadership/Gov.	Communication
* Select either - General Correlation or Mandatory for Success from drop box							
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
Improving VPL's ability to communicate with Vaughan residents through the use of technology adds to the goal of providing effective leadership by adapting our delivery methodology to meet the changing needs of the community. Environics Inc. research accessed by VPL for Vaughan residents confirms the high degree to which they have access to computers and personal electronic devices, both of which allow internet access.							
3) Business Plan Link & Related Performance Indicators							
Please relate request to Department Business Plan							
VPL developed an e-media strategy for 2010 to enhance and expand upon the current communication modes employed. This e-media initiative was developed from VPL's Strategic Plan 2008 to 2011. One of the 5 primary goals identified by the Strat Plan was 'Collaborate with the Community'. One of the 5 identified strategies to be employed to achieve this goal was to 'Leverage Technology to Meet Customer Needs'. The implementation of the e-media strategy, which will be supported through the hiring of the E-media Specialist position, is a core component of VPL's ability to meet its goal of community collaboration.							
4) Benefits - Efficiencies & Effectiveness							
Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.							
To ensure the success of the e-media strategy, a dedicated staff person will be required to develop, implement and maintain the various pieces of the strategy (ie. e-newsletter, upgrade/maintenance of VPL website, e-training for staff, social network presence, etc.). While there may be some modest cost savings attributed to staff e-training activities, the balance of activities to be undertaken by the e-media specialist will result in a much more effective and relevant technology presence that Vaughan residents can access and benefit from.							
This request is for a pilot project and position, with the success of this project to be determined by the increased number of hits that our Library website attracts, the additional staff training that can be accomplished, and the established presence of VPL on social network sites.							
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
There are limited alternatives other than stay the course. This is not an optimal strategy as the pace by which technology continues to increase in domestic households (confirmed by Environics research), suggests that VPL's current capabilities to communicate with customers will become an increasing disadvantage if remedial steps are not identified and taken. The existing staff are unable to fully integrate these requirements into their current job description and do not have the requisite skill set that would be sought from the successful e-media specialist contract position.							
6) Implications/Consequences (if request not approved)							
A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)							
The primary negative impact to not approving this request will be to the residents of Vaughan. Limiting VPL's presence on social media as well as other communications media with the citizen's of Vaughan will prohibit the value that VPL brings to the community. Information will not be shared and use will not be maximized.							

Request Title	E-MEDIA SPECIALIST - PILOT PROJECT
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

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

Legislative/Regulatory Requirement

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

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.) _____

What are the compliance requirements? _____

Current status of compliance: _____

Comments

Probability of Litigation and/or Health & Safety Issues

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address:

Comments

Please describe the type and nature of risk

Probability of Risk

- Low Medium High

Core City Service Disruption

- None
- Service provided with minor internal issues -slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

BRIEFLY DESCRIBE IMPACT:

Issues, Objectives, etc.

Current service level vs. target

7) Financial/Resource Detail

Component	BU Acct. #	2011 Budget Change	2012	2013 Full-Yr. Adj.
REVENUE - continuous operating detail				
1				
2				
3				
4				
Subtotal		-	-	-
REVENUE - one-time operating detail				
1				
2				
Subtotal		-	-	-

Request Title	E-MEDIA SPECIALIST - PILOT PROJECT			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
EXPENSES - continuous operating detail (For staffing costs please fill out section 8 & 9)				
1	* Staffing costs (calculated field)	(See sect. 8&9)	29,698	33,444
2	* Benefits	(See sect. 8&9)	5,257	3,100
3	* Complement sch. Expenses (calculated field)	(See sect. 8&9)	-	-
4	<blank>			
5	<blank>			
6	<blank>			
7	<blank>			
Subtotal			34,955	36,544
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-
2	<blank>			
3	<blank>			
Subtotal			-	-
OFFSETS - cost savings, reductions, etc				
1	18 month contracts Expires			(69,000)
2	<blank>			
3	<blank>			
Subtotal			-	(69,000)
TOTAL OPERATING BUDGET CHANGE			34,955	36,544
				(69,000)
ASSOCIATED CAPITAL FUNDING		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
TOTAL ASSOCIATED CAPITAL FUNDING			-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)		1.00	-
FTE's	(calculated field - sect. 8&9)		0.50	-
FTE reductions/offsets	(Manual Field)		-	-
Net FTE's	(calculated field - sect. 8&9)		0.50	-

Request Title	E-MEDIA SPECIALIST - PILOT PROJECT			
Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.				
8) 2011 Complement Details				
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.				
2011 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	E-media Specialist			
Estimated start date (dd-mm-yy to dd-mm-yy)	5/7/2011			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	0.50			0.50
Position type	Full-time			
Position agreement classification	Contract			
If contract, specify term (dd-mm-yy to dd-mm-yy)	05/07/11 to 30/12/12			
Business unit # and object code	220001.7015			
Grade level	6			
Est. starting step	Entry			
2011 Complement Annual Cost Detail				
Annual full-time \$	28,556			28,556
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	1,142	-	-	1,142
* Annual benefits (calculated field)	5,257	-	-	5,257
* FT contract benefits in lieu (calculated field)		-	-	-
Subtotal	\$ 34,955	\$ -	\$ -	\$ 34,955
Continuous costs	(BU & Acct #.)			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal	-	-	-	-
Total 2011 Complement Annual Costs	\$ 34,955	\$ -	\$ -	\$ 34,955
Additional Comments:				

Request Title	E-MEDIA SPECIALIST - PILOT PROJECT			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
9) 2012 Complement Details				
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.				
2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title	E-media Specialist			
Estimated start date	5/7/2011			
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type	Full-time			
Position agreement classification	Contract			
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)	05/07/11 to 30/12/12			
Business unit #	220001.7015			
Grade level	6			
Est. starting step	Entry			
2012 Complement Annual Cost Detail				
Annual full-time \$	32,144			32,144
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	1,300	-	-	1,300
* Annual benefits (calculated field)	3,100	-	-	3,100
* FT contract benefits in lieu (calculated field)		-	-	-
Subtotal	\$ 36,544	\$ -	\$ -	\$ 36,544
Continuous costs	(BU & Acct #.)			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal	-	-	-	-
Total 2012 Complement Annual Costs	\$ 36,544	\$ -	\$ -	\$ 36,544
Additional Comments:				



**CITY OF VAUGHAN
2011/2012 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Summary LIBRARY RESOURCES PURCHASING POWER PROTECTION
(If applicable)

Department Vaughan Public Libraries **Business Unit Name**

Request Title **LIBRARY RESOURCES PURCHASING POWER PROTECTION**
Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.

Annual Budget Change Summary

Financial Components	2011	2012	2011-2012 Sub-total	2013 (Full-Yr. Adj.)	2011-2013 Sub-total
Staffing					
Complements	-	-	-	-	-
Net FTE's	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Costs					
Staffing & Benefits	-	-	-	-	-
Other continuous costs	-	32,120	32,120	-	32,120
One-time expenses	-	-	-	-	-
Offsets/reductions	-	-	-	-	-
Net Operating Budget	\$ -	\$ 32,120	\$ 32,120	\$ -	\$ 32,120
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -

1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)

The provision of library materials, described herein as resources (including items such as books, DVD's, CD's, Magazines, Newspapers, Reference Materials, etc.), is a mission critical and core component of VPL's ability to deliver its services to Vaughan residents. At present, VPL has a resource inventory of 540,000 items with an approximate replacement value of \$15,000,000. This inventory is the key success factor to VPL's ability to deliver service excellence to its customers. Other than salaries/benefits, this cost is by far the largest operating cost in VPL.

In recent years, the City of Vaughan has adopted a frozen base budget process that does not allow for year-over-year increases for operating expenses incurred, except as provided for by salary/benefit adjustments, utility/insurance increases and where multi-year contracts demonstrate the existence of annual price adjustments. As VPL's resource costs and current business practices do not fall within one of the allowable increase categories, the impact has been to freeze our resource spending and related materials processing costs. The 2010 budget amount for these costs amount to \$1,606,040.

The purchasing nature of library resources makes it difficult for VPL to amend its practices to "fit" the existing budget criteria. The budget process allows for inflationary increases only where there are existing multi-year contracts that provide for increased prices. In some cases, resources purchased by VPL are done annually (ie. periodicals) which preclude the ability to allow for future price increases. In addition, many of the contracts currently put out by VPL for resources allow for a simple dollar limit of purchasing from a particular vendor. Materials purchased under the contract can be either from specific selections made by staff or satisfied by the vendor purchasing a collection of items on our behalf. The total quantity of resources to be purchased within the contract is variable, the price/item is variable, and any discounts associated with the resources purchased are also variable.

The best practices used by VPL and other library systems for resource purchasing is not well suited to having to be changed to accommodate a budget process. Not having the ability to increase the annual budget for these costs negatively impacts upon VPL's ability to deliver service excellence to its stakeholders. The erosion of the annual purchasing power will result in a reduction to the total number of items that VPL will be able to carry and a slowdown in resource replacement, resulting in items being held longer on the shelves and becoming less relevant to customers, before being replaced.

The purchasing power of VPL's existing budget will continue to erode over time if not addressed, and will become even more evident if there is a return to an extended period of inflationary pressures. Accordingly, VPL requests that its resource purchase/processing costs are exempt from the frozen base budget practices adopted by the City of Vaughan. While the City identifies an inflationary rate to be applied within its guidelines, this would not be the best indicator for the purchase of our resources. The best indicator for VPL to use is the rate provided by the Library Services Centre (LSC) for material purchases specific to those purchased by various library systems. LSC is one of Canada's largest library materials wholesaler, supplying over 1 million items to libraries in 2009. The rate provided by LSC is greatly influenced by the competitive nature of the publishing industry, the currency exchange between the US and Cdn. \$ and the price of paper and other related materials. For 2009, this rate was 2% and would result in the annual budget for 2011 to be increased to \$1,638,160 (\$32,120) and for 2012 it would increase to \$1,670,920 (\$32,760).

Milestones or Deliverables	Timelines	Comments
LSC Annual Report	Annual	LSC provides annual average price adjustment for library materials

1B)Are other departments involved? If so, what is the requirement for other departments? Explain?

Purchasing - most of the resources/materials purchased and processed are handled through P.O.'s initiated by the department.

Request Title	LIBRARY RESOURCES PURCHASING POWER PROTECTION
Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.	

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	LIBRARY RESOURCES PURCHASING POWER PROTECTION						
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the following:							
Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Resource Purchasing Power Protection	11	New	Q1/11	High	Mandatory	Mgmt Excellence	Maintain Assets
* Select either - General Correlation or Mandatory for Success from drop box							
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
<p>The request for purchasing power protection is important to both VPL and the citizens of Vaughan. Under Management Excellence, the strategy of maintaining critical asset values applies and under Service Excellence, the strategy of pursuing excellence in service delivery also is applicable to this request. Under the existing budget practices, there will be a real erosion of the level of materials provided and the quality and applicability of the collection to the public will further be reduced if there is no ability to adjust for the very real impact of inflationary pressures. Our ability to maintain the collection volume of 540,000 items will be threatened and the degree to which VPL is unable to regenerate materials to keep the collection current and relevant to the citizens of Vaughan will become increasingly evident.</p>							
3) Business Plan Link & Related Performance Indicators							
Please relate request to Department Business Plan							
<p>The core element in the business of providing library services to its community is the size and quality of the materials collection made available to the public. VPL's Strategic Plan 2008 to 2011 identifies 5 Goals of which Collaborate with the Community is one. Part of the strategic initiatives to be utilized to achieve that goal are initiatives to deliver customer-driven collections. A key element of being able to deliver customer-driven collections is the ability to provide relevant, current and topical materials. Without maintaining the existing purchasing power of the Library's material collections, this goal will become increasingly difficult to maintain/provide and VPL's collections will be negatively impacted.</p>							
4) Benefits - Efficiencies & Effectiveness							
Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.							
<p>The relevance of the collections available to the public and continued customer satisfaction are the primary benefits of providing purchasing power protection for VPL's resource purchases.</p>							
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
<p>There are no viable alternatives to explore.</p>							

Request Title	LIBRARY RESOURCES PURCHASING POWER PROTECTION
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.
6) Implications/Consequences (if request not approved)	
A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)	
Should the request not be approved, the impact of this decision will be felt by the community and residents of Vaughan. The degree to which VPL will be able to turnover its collection inventory will be negatively impacted. With time, our collections will become old, outdated, inaccurate and will fail to meet the needs of our users.	
B) Please check off how the request relates to the following:	
Legislative/Regulatory Requirement	
<input checked="" type="checkbox"/> None	
<input type="checkbox"/> Little consequence of non compliance	
<input type="checkbox"/> Significant external repercussion/penalty	
Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)	_____
What are the compliance requirements?	Comments _____
Current status of compliance:	_____
Probability of Litigation and/or Health & Safety Issues	
<input checked="" type="checkbox"/> None	Comments Please describe the type and nature of risk Probability of Risk <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High
<input type="checkbox"/> Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring	
<input type="checkbox"/> Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty	
<input type="checkbox"/> Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address	
Core City Service Disruption	
<input type="checkbox"/> None	
<input type="checkbox"/> Service provided with minor internal issues -slight inconvenience	
<input checked="" type="checkbox"/> Intermittent service level impact - some public/client complaints/frustration	
<input type="checkbox"/> Service failure - constant public/client complaints/aggression	
BRIEFLY DESCRIBE IMPACT: Issues, Objectives, etc.	Without purchasing power protection, the ability of VPL to continue to deliver relevant collection materials will begin to deteriorate and lead to complaints from the public
Current service level vs. target	_____

Request Title	LIBRARY RESOURCES PURCHASING POWER PROTECTION			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
7) Financial/Resource Detail				
Component	BU Acct. #	2011 Budget Change	2012	2013 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 8 & 9)				
1				
2				
3				
4	Resource Purchasing Power Protection		32,120	
5				
6				
7				
Subtotal		-	32,120	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 8 & 9)				
1	Complement sch. expenses (calculated field)	See sect. 8&9.	-	-
2	<blank>			
3	<blank>			
Subtotal		-	-	-
OFFSETS - cost savings, reductions, etc				
1	<blank>			
2	<blank>			
3	<blank>			
Subtotal		-	-	-
<u>TOTAL OPERATING BUDGET CHANGE</u>		-	32,120	-
ASSOCIATED CAPITAL FUNDING				
		Proj. #		
1	<blank>			
2	<blank>			
3	<blank>			
<u>TOTAL ASSOCIATED CAPITAL FUNDING</u>		-	-	-
COMPLEMENTS & FTE's				
# of positions requested	(calculated field - sect. 8&9)	-	-	
FTE's	(calculated field - sect. 8&9)	-	-	
FTE reductions/offsets	(Manual Field)	-	-	
Net FTE's	(calculated field - sect. 8&9)	-	-	

Request Title	LIBRARY RESOURCES PURCHASING POWER PROTECTION			
Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.				
8) 2011 Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<u>2011 Complement Information</u>	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date (dd-mm-yy to dd-mm-yy)				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code				
Grade level				
Est. starting step				
2011 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)		-	-	-
* Annual benefits (<i>calculated field</i>)		-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)		-	-	-
Subtotal	\$	- \$	- \$	- \$
Continuous costs	(BU & Acct #.)			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$	- \$	- \$	- \$
One-time costs	(BU & Acct #.)			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal		-	-	-
Total 2011 Complement Annual Costs	\$	- \$	- \$	- \$
Additional Comments:				

Request Title	LIBRARY RESOURCES PURCHASING POWER PROTECTION			
	Originally submitted as a 2011 ARR. Moved to 2012 during Prioritization process.			
9) 2012 Complement Details				
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.				
2012 Complement Information	Position #1	Position #2	Position #3	Sub-total
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify term (dd-mm-yyyy to dd-mm-yyyy)				
Business unit #				
Grade level				
Est. starting step				
2012 Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	(BU & Acct #.)			
1) <blank>				-
2) <blank>				-
3) <blank>				-
4) <blank>				-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)			
1) Computer equip.				-
2) Office equip.				-
3) Other				-
Subtotal	-	-	-	-
Total 2012 Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				