

**ADDITIONAL INFORMATION – COMMITTEE MEMBER’S INFORMATION REQUESTS
REGARDING ADDITIONAL RESOURCE REQUESTS (ARRS)**

The Finance and Administration Committee, at its meeting of February 13, 2012 (Item 10, Report No. 2) recommended the following:

The Finance and Administration Committee recommends:

- 1) That funds for the two (2) Permanent P/T positions in Access Vaughan and an Administrative Co-ordinator position in Human Resources be held in the 2012 budget until the new Commissioner of Corporate and Strategic Services undertakes a review of the positions;**
- 2) That this report be forwarded for consideration to the February 13, 2012 Special Council meeting; and**
- 3) That the following report of the Commissioner of Finance/City Treasurer and the Director of Budgeting and Financial Planning, dated February 13, 2012, be received.**

Report of the Commissioner of Finance/City Treasurer and the Director of Budgeting and Financial Planning, dated February 13, 2012.

Recommendation

The Commissioner of Finance/City Treasurer and the Director of Budgeting and Financial Planning recommend;

- 1) That the report be received for information and discussion purposes; and;**
- 2) That any further adjustments by the Finance and Administration Committee be forwarded for consideration to the February 13th, 2012 Special Council Meeting.**

Contribution to Sustainability

Sustainability by definition focuses on the ability to maintain a function over a period of time. Responsible budgeting allocates resources in a responsible way to sustain the City’s operations and aspirations, balancing both current and future requirements.

Communication Plan

A Special Council meeting is scheduled on February 13th, 2012 at 7:00 pm before budget approval to provide the public with a final opportunity to comment on the City’s Budget. This meeting was advertised in advance and is consistent with the City’s public notification by-law.

Following approval of the budget, the appropriate media releases will be distributed per City policy. The media releases will articulate the strong management practices and oversight the City currently has in place to provide residents with value for their property tax dollar.

Economic Impact

The Proposed 2012 Operating Budget currently reflects a 2.95% tax rate increase, approximately \$35 a year for the average home. The economic impact associated with this report is dependent on the direction provided by the Finance and Administration Committee and Council.

Purpose

The purpose of this report is to provide the Finance and Administration Committee with information requested by committee members regarding specific additional resource requests (ARRs).

Background – Analysis and Options

On January 13th, 2012, staff presented a report titled “Final 2012 Draft Operating Budget”, which generated discussion regarding the recommended additional resource requests. As a result, Members of the Committee requested additional information regarding specific additional resource requests (ARRs). Since that time, associated Commissioners and Directors have corresponded with the requesting Committee Member to better understand requests in order to prepare responses. Due to the number of requests, responses have been consolidated and addressed within this report. Provided below is a high level list of the ARR’s for which additional information was requested:

- *Building Standards - Zoning By-Law Review*
- *Policy Planning - Senior Policy Planner (2 yr contract) OP/OMB*
- *Enforcement Services - Property Standards Officers*
- *Library - Citizen Telephone Survey*
- *Human Resources – All ARRs*
- *Access Vaughan - 2 permanent P/T staff*
- *In addition to the above requests, a deputation was brought forward regarding funding for the Canadian National Bantam Boys Championship. Additional Information regarding this deputation was requested from staff.*

Department responses to the above information requests are included as attachments 1 to 7.

Relationship to Vaughan Vision 2020

Budgeting is the process to allocate and approve the resources necessary to continue operations and implement Council’s approved plans.

Regional Implications

There are no Regional implications associated with this report.

Conclusion

This report is provided in response to the Finance and Administration Committee members request for additional information on January 16th, 2012.

Attachments

- *Attachment #1: Building Standards - Zoning By-Law Review*
- *Attachment #2: Policy Planning - Senior Policy Planner (2 yr contract) OP/OMB*
- *Attachment #3: Enforcement Service - Property Standards Officers*
- *Attachment #4: Library - Citizen Telephone Survey*
- *Attachment #5: Human Resources – All ARRs*
- *Attachment #6: Access Vaughan - 2 permanent P/T staff*
- *Attachment #7: Canadian National Bantam Boys Championship Deputation*

Report prepared by:

Barbara Cribbett, CMA
Commissioner of Finance/City Treasurer Ext. 8475

John Henry, CMA
Director of Budgeting & Financial Planning Ext. 8348

Building Standards – Zoning By-Law Review

RE: Finance and Administration Committee Member Information Request regarding Urban Design and positions related to Zoning Bylaw Review

Background/Justification

In the stages leading up to the production of a final report on the Official Plan staff discussed the need to move forward with a zoning by-law review so as to be in a position to implement the policies of the Official Plan. In the course of discussions it was decided, that while there may be a need to seek external assistance with the review, to undertake the bulk of the review in-house. City of Mississauga had completed their review in a similar manner and Oakville has recently followed a similar format with their review.

The City of Vaughan currently has in excess of 1500 exceptions to their by-law and staff have been gathering information over the years where the by-law can be improved. The major benefit of utilizing in-house staff is the vast amount of knowledge and experience in implementing various zoning by-laws over the years.

In addition, in-house provides more readily available contacts between Development Planning, Policy Planning and Building Standards staff.

In an effort to minimize the impact to the budget over the duration of the review, which could encompass three years, staff have recently been in discussion with the Finance Department to determine whether up to 30% of the total funding could be recovered from development charges. This is based on projected long range population increase of 30% from existing levels. This offset using DC funds will be phased in starting in 2013 for the remaining years of the project once the revised Development Charges Document is adopted.

Staff have also received an outside legal opinion that if this work was done in house then a portion of the Building Standards staff related costs could be eligible for recovery from the Building Standards reserves thus reducing the budget impact. This amount worked out to close to 25% of the total ARR costs in 2012 and had already been included in the budget.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Leo Grellette', written in a cursive style.

Leo Grellette
Director of Building Standards

**CITY OF VAUGHAN
2012/2014 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Title Additional Staff Complement (Contract)-Zoning By-Law Review

Business Unit # 110001

Building Standards

110 - Building Standards

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	7.00	5.00	-	12.00	-	12.00
Net FTE's	4.23	5.00	-	9.23	-	9.23
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	304,226	504,379	-	808,605	-	808,605
Other continuous costs	105,250	111,250	-	216,500	-	216,500
One-time expenses	59,900	(41,600)	(18,300)	-	-	-
Offsets/reductions	(109,981)	-	-	(109,981)	-	(109,981)
Net Operating Budget	\$ 359,395	\$ 574,029	\$ (18,300)	\$ 915,124	\$ -	\$ 915,124
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

The request for 9.23 FTEs positions, on contract, to comprise an interdisciplinary team from Development Planning, Policy Planning, ITM, Legal, and led by the Building Standards 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 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. 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

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

Milestones or Deliverables	Timelines	Comments
Draft Zoning By-Law Amendment (Text)	Dec.2015	
New Zoning Maps	Dec.2015	

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Development Planning	To make up an interdisciplinary project team	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Policy Planning	To make up an interdisciplinary project team	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Legal & ITM	To make up an interdisciplinary project team	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

Project Team to be an interdisciplinary team from Development Planning, Policy Planning, ITM, Legal, and led by the Building Standards Department.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title		Additional Staff Complement (Contract)-Zoning By-Law Review					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational	Manage Growth & Economic Well-being	Conduct the 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031	1		Q3/10 , Revised Q1/12	High	Mandatory
Organizational	Manage Growth & Economic Well-being	Develop the plan required to build a dynamic Vaughan Metropolitan Centre	0		TBD	TBD	Mandatory
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 new City's Official Plan which is a key component of the City's Growth Management Strategy.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
This project was identified as the number one priority for the next three years in the department business plan and is a key component in the implementation of the City's new Official Plan policies.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary		Secondary					
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
N/A							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
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							

Request Title	Additional Staff Complement (Contract)-Zoning By-Law Review
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<p>Legislative/Regulatory Requirement</p> <p> <input type="radio"/> None <input checked="" type="radio"/> Little consequence of non compliance <input type="radio"/> Significant external repercussion/penalty </p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p>	
<p style="text-align: right;">Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Section 27(9) of the Planning Act</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">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.</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Possible Litigation may arise from the non-compliance.</div> <div style="border: 1px solid black; padding: 2px;">The Official Plan was adopted in Sept./10 and the By-Law Project has not commenced.</div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="flex: 1;"> </div> <div style="flex: 1;"> <p>None Low Medium High</p> </div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="flex: 1;"> </div> <div style="flex: 1;"> <p>\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> </div> </div> <p>Health and Safety Risk (click on the word)</p> <p> <input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both </p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="flex: 1;"> </div> <div style="flex: 1;"> <p>None Minor Major Severe</p> </div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="flex: 1;"> </div> <div style="flex: 1;"> <p>None Low Medium High</p> </div> </div>	
<p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>The possibility of litigation is uncertain but there is the potential for significant consequences if the project is not undertaken.</p> </div>	
<p>Internal Operational Requirements</p> <p> <input type="radio"/> None <input type="radio"/> Service provided with minor internal issues -slight inconvenience <input type="radio"/> Inability to support the department's directive <input checked="" type="radio"/> Direct affect on multiple departments <input type="radio"/> Citywide implications </p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; min-height: 50px;"> <p>This ARR is required to address the resources that will be needed to undertake this Provincially mandated Zoning By-law Review.</p> </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>The 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.</p>	

Request Title		Additional Staff Complement (Contract)-Zoning By-Law Review			
7) Complement Details - Skip to Section 8 if no Staff is requested					
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.					
Complement Information	Position #1	Position #2	Position #3	Sub-total	
Budget Year					
Position title					
Estimated start date					
# of positions requested					
Full-time equivalents (FTEs)	See details on back page of ARR.				
Position type					
Position agreement classification					
If contract, specify length (months or yrs)					
If Casual/Seasonal PT enter Hourly wage					
Business unit # (override if different than # shown)					
Grade level					
Est. starting step					
Desktop (HR) Review Performed?					
B&F Accommodations Available?					
ITM Hardware required?					
Capital Equipment Required?					
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 #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.			
1) Office Supplies	110001.7200				-
2) Training & Developme	110001.7115				-
3) Cellular Line Charges	110001.7122.01				-
4) Mileage	110001.7100				-
Subtotal		\$ -	\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.			
1) Computer Hardware	110001.7211.01				-
2) Office Equip. & Furnitu	110001.7210				-
3) Training & Developme	110001.7115				-
4) Other (Please detail in	#N/A				-
Subtotal		-	-	-	-
2012 Total Complement Annual Costs		\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs		\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs		\$ -	\$ -	\$ -	\$ -
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 required to address the resources that will be needed to undertake this Provincially mandated Zoning By-law Review. It is expected that the Zoning Review Team will comprise of a new Senior Planner (or Manager), Zoning Supervisor, Development Planner, Policy Planner, Zoning Examiner and a GIS/IT member, which will comprise the 6 core members. + Legal + GIS Mapping Tech (2013)					

Request Title		Additional Staff Complement (Contract)-Zoning By-Law Review						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
	ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013	2014	2015	
					Budget		Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)		264,075	428,529	-		
2	* Benefits	(From sect. 7)		40,151	75,850	-		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)		1,500	-	-		
4	Overtime			3,750	11,250			
5	Planning Consultant Professional Fees				100,000			
6	Contract GIS Application Developer/Professional Fees			100,000				
7								
Subtotal				409,476	615,629	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)		9,900	18,300	-	-	
2	GIS Developer Software			50,000			-	
3							-	
Subtotal				59,900	18,300	-	-	
OFFSETS - cost savings, reductions, etc								
1	Building Standards Reserve Fund			(109,981)	-	-		
2								
3								
Subtotal				(109,981)	-	-	-	
TOTAL OPERATING BUDGET CHANGE				359,395	633,929	-	-	
COMPLEMENTS & FTE's								
				2012	2013	2014	Total	
# of positions requested	(From sect. 7)			7.00	5.00	-	12.00	
FTE's	(From sect. 7)			4.23	5.00	-	9.23	
FTE reductions/offsets	(Manual Field)			-	-		-	
Net FTE's	(From sect. 7)			4.23	5.00	-	9.23	

Request Title

Additional Staff Complement (Contract)-Zoning By-Law Review

Additional Staff Complement (Contract)-Zoning By-Law Review

Project Team

Department	Positions	FTE	Grade	Step/Level	Annual Salary	Benefits	Continuous	One-Time	Total
Building Standards	Zoning Supervisor (2012)	1	8	1	\$88,302	\$15,629	\$1,500	\$3,300	\$108,731
	Plans Examiner 1 (Zoning) (2012)	1	I	Start	\$64,957	\$11,497		\$3,300	\$79,754
	4 Summer Students (2012)	1.23	\$13/hr		\$37,227				\$37,227
Development Planning	Senior Planner or Manager (201	1	8	1	\$88,302	\$15,629		\$5,100	\$109,031
	Planner (2013)	1	L	Start	\$74,128	\$13,121		\$3,300	\$90,549
	GIS Mapping Tech (2013)	1	I	Start	\$65,433	\$11,582		\$3,300	\$80,315
Policy Planning	Planner (2012)	1	L	Start	\$73,589	\$13,025		\$3,300	\$89,914
ITM	Programmer/Analyst (2013)	1	7	1	\$80,271	\$14,208		\$3,300	\$97,779
Legal	Lawyer (2013)	1	11	1	\$120,395	\$21,310		\$3,300	\$145,005
		9.23			\$692,604	\$116,001	\$1,500	\$28,200	\$838,305

Policy Planning - Senior Policy Planner (2 yr contract) VOP 2010/OMB

RE: Finance and Administration Committee Member Information Request regarding Senior Policy Planner VOP 2010/OMB contract position

Background/Justification

In order to finalize and defend the Vaughan Official Plan 2010 (VOP 2010) at the Ontario Municipal Board (OMB) a full-time contract Senior Planner position is needed for approximately 2 years, starting in 2012. This is necessary in that:


- a) the current staff compliment will be fully occupied with the rest of the work program, which needs to be accomplished within a certain timeframe otherwise aspects of it would be subject to OMB appeals; and
- b) it would be cost efficient in that if staff resources are not available the department would need to hire consultants to undertake the work at double the cost.

Aside from the need to defend the VOP 2010 at the OMB the Policy Planning Department has a complex work program requiring all planner and senior planning skills/resources. Much of the work (5 new Secondary Plans, Natural Heritage Network Study, Sustainable Development Study, Hospital and Vaughan Campus of Care Precinct Plan, Second Suites Policies, Block Plans, and other initiatives) must be accomplished within 2 years to avoid cost and time associated with appeals or to meet other objectives of the City's Strategic Plan. Currently, the department does not have the staff to fully address its existing workload. Therefore, the department does not have the senior planner capabilities to devote to the VOP 2010 work and associated OMB appeals.

Based on a recent survey, the Policy Planning Department has fewer planners and a greater work/project load than comparable municipalities (Mississauga, Brampton, Markham). The department's workload has doubled over 2005 and previous years without an increase in staff compliment.

A question was raised as to why the development community could not pay for this. The development community does pay for City services through application fees. There are acts/by-laws that determine what can be recouped through application fees. Similarly, the current City practice is to fund administrative requirements through operational funds and not Development Charges, as there is no information in the Development Charges background study to support funding this expense. Further, it is primarily developers who will be objecting to aspects of the Plan and it is therefore potentially problematic to ask them to pay for the Plan's defence.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'D. Birchall', written in a cursive style.

Diana Birchall
Director of Policy Planning

CITY OF VAUGHAN
2012/2014 OPERATING BUDGET

ADDITIONAL RESOURCE REQUEST

Request Title Senior Policy Planner (2 YR Contract)

Business Unit # 185001 Policy Planning

185 - Policy Planning

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 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	94,479	-	-	94,479	-	94,479
Other continuous costs	400	-	-	400	-	400
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 94,879	\$ -	\$ -	\$ 94,879	\$ -	\$ 94,879
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

In order to defend the VOP 2010 at the Ontario Municipal Board (OMB) a full-time contract Senior Planner position is needed for approximately 2 years, starting in 2012. This is a) necessary in that the current staff compliment will be fully occupied with the rest of the work program and which needs to be accomplished within a certain timeframe otherwise aspects of it would be subject to OMB appeals and b) would be cost efficient in that if staff resources are not available the department would need to hire consultants to undertake the work at double the cost.

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

Milestones or Deliverables	Timelines	Comments
OMB Pre-hearing on Volume I	Q1-Q3 - 2012	Hearing Q4-2012 - Q1-2013; Decision Q2 - 2013
OMB Pre-hearing on Volume II	Q2-Q4 - 2014	Hearing Q1-Q2-2013; Decision Q3-2013

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Legal Services	Defending the VOP 2010 at the OMB will occupy a Senior Planner full-time as well as require input from the Director and Manager of Policy Planning on a regular basis. In light of the need to undertake and complete	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	3 Secondary Plan Studies, (in order to avoid costly appeals to the OMB), the Natural Heritage Network Study, to inform the VOP 2010 and numerous other studies, the department will need the 2 Senior Policy Planners	<input type="checkbox"/> Yes <input type="checkbox"/> No
	to focus on this work. Therefore, an additional planner with senior capabilities will be needed to address the OMB work.	<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

Aside from the need to defend the VOP 2010 at the OMB the dept has a complex work program requiring all planner & Sr planning skills/resources. Work (5 new Secondary Plans, Natural Heritage Network Study, Sustainable Development Study, Hospital & Vaughan Campus of Care Precinct Plan, Block Plans, & other initiatives) must be accomplished within 2 years to avoid cost & time associated with appeals. Therefore, the dept does not have the sr planner capabilities to devote to the OMB appeals.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Senior Policy Planner (2 YR Contract)					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives						
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.						
Theme	Goal	Initiative	Ref #	Status	Date	Request/Initiative Relationship (choose 1)
Organizational	Manage Growth & Economic Well-being	Conduct the 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031	1		Q3/10 , Revised Q1/12	High Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:						
The request relates directly to Vaughan Vision 2020 in that it implements Strategic Initiative #1 - Undertake a 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy - a High Priority. The VOP 2010 does not come fully into effect until the appeals to the OMB have been resolved.						
3) Related Performance Indicators & Business Plan Link						
Please provide information on top 3 performance measures:						
	Name/description of service level target:		Target Level	Current Level	Level with ARR	
1)						
2)						
3)						
Describe how this request relates to Departmental Business Plan:						
The Policy Planning Department's Business Plan identifies increases to the Department's workload in terms of 5 new Secondary Plans and other studies in order to avoid costly and time consumptive appeals to the OMB and other time sensitive work. As part of the 2012 Budget Submission, the Department is requesting the approval of one contract Senior Policy Planner to devote his/her time to the appeals to the Council adopted VOP 2010 and to allow the remainder of the staff to address the remainder of the workload. If the ARR is not fully engaged in OMB hearings 100% of the time, the Senior Planner can assist with overall workload.						
4) Value Proposition						
Please detail both qualitative and quantitative benefits of the request						
Qualitative: Please select up to 2 actions which best describe this request						
Primary	Realize Future Benefits			Secondary	Leverage Innovation/Creativity	
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?						
To undertake and complete a 5-year comprehensive review of the Official Plan is a High Priority and a key component of the Growth Management Strategy. Leveraging investment in Vaughan cannot be fully realized unless the Plan is approved and appeals are resolved. The secondary measure is met by promoting a planner to acting senior planner to undertake OMB work and backfilling with a junior planner. Vaughan thereby retains the corporate knowledge and the planner gains important experience.						
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.						
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?
2012	Budget \$\$\$		\$	Would result in no request to increase the Corporate OMB account (Legal Dept.)		No
5) Alternatives						
Are there alternatives or options? Please explain what they are and why they are not the primary approach.						
An alternative would be to hire a member from our consultant team, however, this would be much more costly. As well, given that the approach would be to elevate a planner into a senior planner position for this work and back fill with a more junior planner (contract) the Corporation retains the knowledge gained from the process. In the event that a consultant needs to be hired, this may need to be addressed through the Capital Budget process either as an increase to the Corporate OMB Account (Legal Dept.) or as an increase to the Official Plan Budget (Policy Planning Dept.)						

Request Title	Senior Policy Planner (2 YR Contract)
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p>Planning Act</p> <p>Now Official Plan does not come into effect until OMB appeals have been resolved.</p> <p></p> <p>Modifications proceeding to the Region for approval.</p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ [Slider: None to High] ▶</p> <p>Financial Impact</p> <p>◀ [Slider: \$0 to > \$10,000,000] ▶</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ [Slider: None to Severe] ▶</p> <p>Probability of Health & Safety Issue</p> <p>◀ [Slider: None to High] ▶</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <div style="border: 1px solid black; height: 150px; margin-top: 5px;"></div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input checked="" type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; min-height: 50px;"> The Legal Department will require the full time assistance of a Policy Planner to defend the VOP 2010 at the OMB. </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>As mentioned under value proposition, if the ARR is not approved, a consultant would need to be hired or other aspects of the work program would not be completed. A consultant for the OMB work would be more costly and the Legal Department would need to request additional funds in the Corporate OMB account.</p>	

Request Title	Senior Policy Planner (2 YR Contract)			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Senior Policy Planner			
Estimated start date	March 1, 2012			
# 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 length (months or yrs)	2 yrs			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	185001			
Grade level	7			
Est. starting step	1			
Desktop (HR) Review Performed?	N/A			
B&F Accommodations Available?	Yes			
ITM Hardware required?	No			
Capital Equipment Required?	No			
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)	-	-	-	-
* FT contract benefits in lieu (calculated field)	14,208	-	-	14,208
Subtotal	\$ 94,479	\$ -	\$ -	\$ 94,479
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	185001.7200	-		-
2) Training & Developme	185001.7115	-		-
3) Cellular Line Charges	185001.7122.01	-		-
4) Mileage	185001.7100	400		400
Subtotal	\$ 400	\$ -	\$ -	\$ 400
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	185001.7211.01	-		-
2) Office Equip. & Furnitu	185001.7210	-		-
3) Training & Developme	185001.7115	-		-
4)	#N/A	-		-
Subtotal	-	-	-	-
2012 Total Complement Annual Costs	\$ 94,879	\$ -	\$ -	\$ 94,879
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Senior Policy Planner (2 YR Contract)						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
	ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	80,271	-	-			
2	* Benefits	(From sect. 7)	14,208	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	400	-	-			
4								
5								
6								
7								
Subtotal				94,879	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				94,879	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	1.00	-	-	1.00	

ENFORCEMENT SERVICES - PROPERTY STANDARDS OFFICERS

RE: Finance and Administration Committee Member Information Request

Background

At the Finance and Administration Committee meeting on January 16, 2012 staff were asked to provide additional information with regard to the Additional Resource Requests for Enforcement.

Enforcement Services consists of the following areas:

- Property Standards and Zoning
- Parking and Signs
- Licensing
- Special Enforcement Unit (SEU) – they patrol the parks and community centers
- Animal Services

Each work unit has its own job description and pay level vary based on the job responsibility and skills.

Property Standards Response Times

Property Standards officers are responsible for enforcing the Property Standards By-law and the Zoning By-laws. These are broad areas of responsibility, resulting in approximately 6,000 complaints from businesses and residents annually. As the population increases and more businesses locate in Vaughan, so does the average number of annual complaints increase. Call volumes have been increasing in recent years at a rate of approximately 10% annually.

Municipal enforcement of Property Standards and Zoning By-law violations is conducted on a complaints-only basis. In 2004, a 'service delivery standard' was established, which identified that complaints would be responded to (meaning an officer would be dispatched to confirm the complaint and initiate enforcement activity) within 5 to 10 days 80% of the time. The legal steps required for Property Standards enforcement are prescribed under the Building Code Act. These steps include providing written notice to the property owner, including a time to comply, followed up with a written order to comply, prior to initiating legal proceedings under the Provincial Offences Act. Additional appeal rights relative to Property Standards Orders are also prescribed. These steps create a complicated and lengthy process which Property Standards Officers are obligated to adhere to.

Given the complexity of Property Standards enforcement, and the growth in call volumes, typical response time has deteriorated to an average of 17 to 23 days for initial response. This delay results in frustration by complainants and the general public, who perceive that their concerns are not addressed as promptly as expected.

There are currently 9 Property Standards officers. The number of Property Standards officers over the past decade has increased by only 2, while the population has increased from 227,500 in 2003 to 304,639 in 2011.

Revenue from Enforcement

The goal of municipal enforcement is compliance.

Only Parking and Licensing enforcement generate any significant fine revenues. This revenue typically ranges between \$1.7 M - \$1.8 M annually. In 2008 and 2009, the City experienced decreased revenues of about \$200,000 annually resulting from undue court delays, staff time lost to court proceedings, and re-assignment of parking staff to mobile sign enforcement. Revenue has now stabilized since over the past 2 years with the implementation of Administrative Monetary Penalties, which result in fewer disputes, reduced staff time lost for court attendances, and improvements in mobile sign enforcement. Some revenues are generated from the sale of on-street parking permits and mobile sign impound fees, but these are typically in the range of \$40,000 annually.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Janice Atwood-Petkovski", with a long, sweeping horizontal line extending to the right.

Janice Atwood-Petkovski
Commissioner of Legal & Administrative Services & City Solicitor

**CITY OF VAUGHAN
2012/2014 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Title Property Standards Officer

Business Unit # 080142 Enforcement Services

040 - Enforcement Services

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	2.00	-	2.00	4.00	-	4.00
Net FTE's	2.00	-	2.00	4.00	-	4.00
Operating Revenue	30,000	-	30,000	60,000	-	60,000
Operating Costs						
Staffing & Benefits	166,211	-	167,997	334,208	-	334,208
Other continuous costs	9,000	-	4,500	13,500	-	13,500
One-time expenses	5,000	(5,000)	4,500	4,500	(4,500)	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 150,211	\$ (5,000)	\$ 146,997	\$ 292,208	\$ (4,500)	\$ 287,708
Associated Capital Costs	\$ 60,000	\$ -	\$ 60,000	\$ 120,000	\$ -	\$ 120,000

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

Please check one: ☒ Departmental ☐ Corporate

Increase of compliment 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 for the department have increased 20% over the 2007 to 2010 period. Call volumes increase by 500 per year.

Year-to-date 2011, staff have only been able to respond to 60 % of calls within the established service standard. This leaves 40% 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. In 2010 1 additional staff member was added to this unit in order to lower the case load per officer to below 300 each, which would translate into a workload that would permit a call response within the established guidelines. The caseload still exceeds 300 per officer (321) and is projected to increase to 340 in 2012.

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

Milestones or Deliverables	Timelines	Comments

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Property Standards Officer						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
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.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
Name/description of service level target:		Target Level	Current Level	Level with ARR			
1)	Service Delivery (Call Response) in 5-10 days	80% of the time	60% of the time	70% of the			
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
This unit is responsible for enforcing the provisions of 41 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 continued to rise in 2011 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) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve User Satisfaction			Secondary	Improve Sustainability		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Staff are required to respond to call for service in a timely manner. Without sufficient staff call response is slow causing complaints and dissatisfaction. By responding timely the users will be more satisfied and will ultimately provide for the service delivery to be sustainable.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
2012	Output/Service Quantity	more timely response	Units				
2012	Time/Capacity	increased public service	Hrs.				
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
All options and alternative delivery models have been reviewed and implemented where possible. Efficiencies cannot create time savings sufficient to keep up with the escalating call volume.							

Request Title	Property Standards Officer
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px;">Building Code, Planning Act, Municipal Act (grow Ops)</div> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;">Properties must comply with the requirements of the Building and Planning Act. Municipalities have an obligation to investigate properties identifies as Grow Ops, or clandestine drug labs.</div> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;">Properties that are or become hazardous.</div> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;">fair</div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 49%, #ccc 49% 51%, #ccc 51% 52%, #ccc 52% 53%, #ccc 53% 54%, #ccc 54% 55%, #ccc 55% 56%, #ccc 56% 57%, #ccc 57% 58%, #ccc 58% 59%, #ccc 59% 60%, #ccc 60% 61%, #ccc 61% 62%, #ccc 62% 63%, #ccc 63% 64%, #ccc 64% 65%, #ccc 65% 66%, #ccc 66% 67%, #ccc 67% 68%, #ccc 68% 69%, #ccc 69% 70%, #ccc 70% 71%, #ccc 71% 72%, #ccc 72% 73%, #ccc 73% 74%, #ccc 74% 75%, #ccc 75% 76%, #ccc 76% 77%, #ccc 77% 78%, #ccc 78% 79%, #ccc 79% 80%, #ccc 80% 81%, #ccc 81% 82%, #ccc 82% 83%, #ccc 83% 84%, #ccc 84% 85%, #ccc 85% 86%, #ccc 86% 87%, #ccc 87% 88%, #ccc 88% 89%, #ccc 89% 90%, #ccc 90% 91%, #ccc 91% 92%, #ccc 92% 93%, #ccc 93% 94%, #ccc 94% 95%, #ccc 95% 96%, #ccc 96% 97%, #ccc 97% 98%, #ccc 98% 99%, #ccc 99% 100%, #ccc 100% 100%);"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneLowMediumHigh </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 49%, #ccc 49% 51%, #ccc 51% 52%, #ccc 52% 53%, #ccc 53% 54%, #ccc 54% 55%, #ccc 55% 56%, #ccc 56% 57%, #ccc 57% 58%, #ccc 58% 59%, #ccc 59% 60%, #ccc 60% 61%, #ccc 61% 62%, #ccc 62% 63%, #ccc 63% 64%, #ccc 64% 65%, #ccc 65% 66%, #ccc 66% 67%, #ccc 67% 68%, #ccc 68% 69%, #ccc 69% 70%, #ccc 70% 71%, #ccc 71% 72%, #ccc 72% 73%, #ccc 73% 74%, #ccc 74% 75%, #ccc 75% 76%, #ccc 76% 77%, #ccc 77% 78%, #ccc 78% 79%, #ccc 79% 80%, #ccc 80% 81%, #ccc 81% 82%, #ccc 82% 83%, #ccc 83% 84%, #ccc 84% 85%, #ccc 85% 86%, #ccc 86% 87%, #ccc 87% 88%, #ccc 88% 89%, #ccc 89% 90%, #ccc 90% 91%, #ccc 91% 92%, #ccc 92% 93%, #ccc 93% 94%, #ccc 94% 95%, #ccc 95% 96%, #ccc 96% 97%, #ccc 97% 98%, #ccc 98% 99%, #ccc 99% 100%, #ccc 100% 100%);"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> \$0\$10,000\$100,000\$1,000,000> \$10,000,000 </div> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input type="radio"/> Internal <input checked="" type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 49%, #ccc 49% 51%, #ccc 51% 52%, #ccc 52% 53%, #ccc 53% 54%, #ccc 54% 55%, #ccc 55% 56%, #ccc 56% 57%, #ccc 57% 58%, #ccc 58% 59%, #ccc 59% 60%, #ccc 60% 61%, #ccc 61% 62%, #ccc 62% 63%, #ccc 63% 64%, #ccc 64% 65%, #ccc 65% 66%, #ccc 66% 67%, #ccc 67% 68%, #ccc 68% 69%, #ccc 69% 70%, #ccc 70% 71%, #ccc 71% 72%, #ccc 72% 73%, #ccc 73% 74%, #ccc 74% 75%, #ccc 75% 76%, #ccc 76% 77%, #ccc 77% 78%, #ccc 78% 79%, #ccc 79% 80%, #ccc 80% 81%, #ccc 81% 82%, #ccc 82% 83%, #ccc 83% 84%, #ccc 84% 85%, #ccc 85% 86%, #ccc 86% 87%, #ccc 87% 88%, #ccc 88% 89%, #ccc 89% 90%, #ccc 90% 91%, #ccc 91% 92%, #ccc 92% 93%, #ccc 93% 94%, #ccc 94% 95%, #ccc 95% 96%, #ccc 96% 97%, #ccc 97% 98%, #ccc 98% 99%, #ccc 99% 100%, #ccc 100% 100%);"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneMinorMajorSevere </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 49%, #ccc 49% 51%, #ccc 51% 52%, #ccc 52% 53%, #ccc 53% 54%, #ccc 54% 55%, #ccc 55% 56%, #ccc 56% 57%, #ccc 57% 58%, #ccc 58% 59%, #ccc 59% 60%, #ccc 60% 61%, #ccc 61% 62%, #ccc 62% 63%, #ccc 63% 64%, #ccc 64% 65%, #ccc 65% 66%, #ccc 66% 67%, #ccc 67% 68%, #ccc 68% 69%, #ccc 69% 70%, #ccc 70% 71%, #ccc 71% 72%, #ccc 72% 73%, #ccc 73% 74%, #ccc 74% 75%, #ccc 75% 76%, #ccc 76% 77%, #ccc 77% 78%, #ccc 78% 79%, #ccc 79% 80%, #ccc 80% 81%, #ccc 81% 82%, #ccc 82% 83%, #ccc 83% 84%, #ccc 84% 85%, #ccc 85% 86%, #ccc 86% 87%, #ccc 87% 88%, #ccc 88% 89%, #ccc 89% 90%, #ccc 90% 91%, #ccc 91% 92%, #ccc 92% 93%, #ccc 93% 94%, #ccc 94% 95%, #ccc 95% 96%, #ccc 96% 97%, #ccc 97% 98%, #ccc 98% 99%, #ccc 99% 100%, #ccc 100% 100%);"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneLowMediumHigh </div> </div> <div style="width: 55%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>Pools and fences; presence of mold spores; structural issues; Pools and hazardous conditions must be dealt with if the City has knowledge of dangerous situations</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p>Inability to deliver service to core clients would generate constant public/client complaints; Other departments could see impacts on their services as supporting functions could be very slow. (summons, pool inspections, sign inspections)</p> </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Response to constituent calls for service will diminish. Council and the public are negatively impacted as their expectations for prompt response to their calls for service will not be met. This creates frustration and lack of confidence in corporate services. Response to calls for service will drop to 20-25 business days as opposed to the established standard of 5-10 days.</p>	

Request Title	Property Standards Officer				
7) Complement Details - Skip to Section 8 if no Staff is requested					
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.					
Complement Information	Position #1	Position #2	Position #3	Sub-total	
Budget Year	2012	2014	2014		
Position title	Bylaw Enforcement	Bylaw Enforcement	Bylaw Enforcement		
Estimated start date	July 1, 2012	July 1, 2014	July 1, 2014		
# of positions requested	2.00	1.00	1.00	4.00	
Full-time equivalents (FTEs)	2.00	1.00	1.00	4.00	
Position type	Full-time	Full-time	Full-time		
Position agreement classification	Cupe Cler. & Tech	Cupe Cler. & Tech	Cupe Cler. & Tech		
If contract, specify length (months or yrs)	N/A	N/A	N/A		
If Casual/Seasonal PT enter Hourly wage					
Business unit # (override if different than # shown)	080142	080142	080142		
Grade level	I	I	I		
Est. starting step	Start	Start	Start		
Desktop (HR) Review Performed?	N/A	N/A	N/A		
B&F Accommodations Available?	Yes	Yes	Yes		
ITM Hardware required?	Yes	Yes	Yes		
Capital Equipment Required?	Yes	Yes	Yes		
Complement Annual Cost Detail					
Annual full-time \$	64,957	65,433	65,433	195,823	
Annual part-time \$	-	-	-	-	
Annual shift premiums, etc	-	-	-	-	
Annual overtime \$	1,000	500	500	2,000	
* PT vacation pay (calculated field)	-	-	-	-	
* Annual benefits (calculated field)	17,149	18,066	18,066	53,280	
* FT contract benefits in lieu (calculated field)	-	-	-	-	
Subtotal	\$ 166,211	\$ 83,999	\$ 83,999	\$ 334,208	
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.			
1) Other (Please detail in	#N/A	500	250	250	1,000
2) Training & Developme	080142.7115	2,000	1,000	1,000	4,000
3) Cellular Line Charges	080142.7122.01	2,000	1,000	1,000	4,000
4)	#N/A	-	-	-	-
Subtotal		\$ 9,000	\$ 2,250	\$ 2,250	\$ 13,500
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.			
1) Computer Hardware	080142.7211.01	2,000	2,000	2,000	6,000
2) Office Equip. & Furnitu	080142.7210	500	250	250	1,000
3) Training & Developme	080142.7115	-	-	-	-
4)	#N/A	-	-	-	-
Subtotal		5,000	2,250	2,250	9,500
2012 Total Complement Annual Costs	\$ 180,211	\$ -	\$ -	\$ 180,211	
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -	
2014 Total Complement Annual Costs	\$ -	\$ 88,499	\$ 88,499	\$ 176,997	
Additional Comments: Line 1 Continuous costs = annual uniform allotment					

Request Title		Property Standards Officer						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1	Vehicle	Future Sub	2012		\$ 60,000		\$ 60,000	\$ 120,000
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ 60,000	\$ -	\$ 60,000	\$ 120,000
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1	Fine Revenue			30,000		30,000		
2								
3								
4								
Subtotal				30,000	-	30,000	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)		(From sect. 7)	131,913	-	131,866		
2	* Benefits		(From sect. 7)	34,297	-	36,131		
3	* Complement sch. Expenses (calculated field)		(From sect. 7)	9,000	-	4,500		
4								
5								
6								
7								
Subtotal				175,211	-	172,497	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)		(From sect. 7)	5,000	-	4,500	(4,500)	
2							-	
3							-	
Subtotal				5,000	-	4,500	(4,500)	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				150,211	-	146,997	(4,500)	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	2.00	-	2.00	4.00	
FTE's			(From sect. 7)	2.00	-	2.00	4.00	
FTE reductions/offsets			(Manual Field)	-	-	-	-	
Net FTE's			(From sect. 7)	2.00	-	2.00	4.00	

Library - Citizen Telephone Survey

RE: Finance and Administration Committee Member Information Request regarding combining the proposed Library Citizen Survey with the City of Vaughan Citizen Survey conducted by Ipsos-Reid

Background/Justification

The Vaughan Public Library Board requested, via the Additional Resource Request (ARR) process, funding in the 2012 Operating Budget to conduct a telephone survey of citizens to gain insight into non-users of the library. The cost of this ARR as originally submitted was \$35,000.

At the suggestion of Council, investigation into partnering with the City of Vaughan's citizen survey administered by Ipsos Reid was conducted. It was determined that it was possible for Ipsos Reid to conduct a separate VPL survey concurrently with the City's citizen survey. Negotiations with Ipsos Reid have now concluded and significant savings have been realized.

The Vaughan Public Library Board has revised the ARR submitted for funding to conduct a citizen telephone survey to \$10,000 to reflect these savings. The revised ARR is included for reference purposes.

Respectfully submitted

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

Margie Singleton
CEO Vaughan Public Libraries

**CITY OF VAUGHAN
2012/2014 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Title VPL CITIZEN TELEPHONE SURVEY

Business Unit # 210001 VPL - Administration

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	-	-	-	-
Other continuous costs	-	-	-	-	-	-
One-time expenses	10,000	(10,000)	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 10,000	\$ (10,000)	\$ -	\$ -	\$ -	\$ -
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

Vaughan Public Libraries (VPL) is requesting \$10,000 in funding to incorporate a separate section within the Ipsos-Reid City of Vaughan citizen's survey dedicated to VPL questions. The aim of the survey is to investigate how VPL can better serve the segment of the population currently not using the library. This will provide VPL with insight into non-users' needs and assist VPL in developing strategies to meet these needs. It will also assist VPL in creating and implementing communications to inform non-users of these actions and promote use of VPL. Vaughan Public Libraries Strategic Plan 2012-15 identifies a priority to building a stronger awareness of our community and its preferences for library services. The Strategic Plan also identifies attracting new customers as a corporate priority. For years, the City of Vaughan has conducted a citizen telephone survey to determine knowledge, perceptions and preferences of citizens of municipal services. VPL also has a requirement to have a detailed view of all citizen opinions. By combining the VPL survey with the City of Vaughan survey the cost can be kept to a minimum. It was estimated that a separate VPL survey would cost \$35,000. This cost can be lowered to \$10,000 by working with the City and Ipsos-Reid to develop questions and to design a statistically significant survey in combination with the City of Vaughan survey; followed by a summary and analysis of survey results.

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

Milestones or Deliverables	Timelines	Comments
Preparation work with survey firm initiate survey	Q2/12	
Completion and analysis of survey results	Q4/12	

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	VPL CITIZEN TELEPHONE SURVEY						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
<p>This request is linked to Vaughan Vision 2020 as it supports VPL's commitment to Service Excellence by pursuing excellence in service delivery and enhancing community wellness. By reaching out to non-users, VPL will develop and implement strategies that will identify and address potential obstacles preventing residents from taking advantage of this phenomenal civic service, their public libraries. Ultimately, the request would also increase awareness of valued services available to Vaughan taxpayers, as well as help to build a stronger and more robust community.</p> <p>This request further supports the City's commitment to Management Excellence by enabling enhanced productivity as well as planning and managing how to build a library service tailored to the citizens of Vaughan.</p>							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Building stronger awareness of library services		High	Low	Medium		
2)	Attracting New Customers		High	Medium	Medium		
3)							
Describe how this request relates to Departmental Business Plan:							
<p>Vaughan's Public Libraries Strategic Plan 2012-2015 identifies <i>building a stronger awareness of library services and attracting new customers</i> as one of the plan's strategic priorities.</p>							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve Corp. Image			Secondary	Improve User Satisfaction		
<p>Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?</p> <p>There are citizens in Vaughan who currently do not use the library services that are available through VPL. Completing the telephone survey not only helps to identify the problems as to why these non-users do not use the services available but also allows VPL to determine further efforts that can assist to improve overall user satisfaction for both current and potential future users.</p>							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
<p>The only viable option to use would be either mailed surveys or doing focus groups with select citizens. The response percentage from using a direct mail response would be fairly low and there is no guarantee that intended recipients would receive and provide a response. While focus groups offer a personal one-to-one response they may not be statistically valid unless a minimum number of these focus studies are completed which in turn would lead to a fairly expensive approach.</p>							

Request Title	VPL CITIZEN TELEPHONE SURVEY
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ ▶</p> <p style="text-align: center;">None Low Medium High</p> <p>Financial Impact</p> <p>◀ ▶</p> <p style="text-align: center;">\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ ▶</p> <p style="text-align: center;">None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ ▶</p> <p style="text-align: center;">None Low Medium High</p> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; min-height: 50px;"> <p>Without a fuller understanding as to why current non-users do not visit and attend libraries, then it will be very difficult to put the appropriate practices, schedules or programs in place to attract this current group to visit and/or utilize VPL's library branches.</p> </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	

Request Title	VPL CITIZEN TELEPHONE SURVEY			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
ITM Hardware required?				
Capital Equipment Required?				
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 #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	210001.7200			-
2) Training & Developme	210001.7115			-
3) Cellular Line Charges	210001.7122.01			-
4) Mileage	210001.7100			-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	210001.7211.01			-
2) Office Equip. & Furnitu	210001.7210			-
3) Training & Developme	210001.7115			-
4)	#N/A			-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		VPL CITIZEN TELEPHONE SURVEY						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)		-	-	-		
2	* Benefits	(From sect. 7)		-	-	-		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-		
4								
5								
6								
7								
Subtotal				-	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-	-	
2	Citizens Telephone Survey			10,000			-	
3							-	
Subtotal				10,000	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				10,000	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	-	-	-	
FTE's			(From sect. 7)	-	-	-	-	
FTE reductions/offsets			(Manual Field)				-	
Net FTE's			(From sect. 7)	-	-	-	-	

Human Resources – All SMT Recommended ARR's (2012 -2014)

RE: Finance and Administration Committee Member Information Request

Background

At a Finance and Administration Committee meeting on January 16, 2012 staff were asked to provide a report at the next Finance and Administration Committee with regard to Additional Resource Requests included in the 2012 budget.

In 1992, the HR Department had 16 FTEs servicing 655 full-time staff and 56 crossing guards.

By 2000, there were 14 FTEs servicing 773 full-time staff.

As of 2011, there are 14 FTEs servicing 1121 full-time staff and 107 crossing guards.

[See enclosed staffing statistics and organizational charts]

The City subscribes to an HR Metrics program that measures a variety of HR statistics. These disclose that Vaughan's HR staffing resources fall far short of industry averages. Each HR FTE services twice the number of employees as other organizations. Investment in HR programs per FTE in the City falls 31% below the average.

2012 Operating Budget

There are 2 new FTEs in Human Resources for 2012 included in the draft operating budget, as well as a resource request to fund the Employee Engagement Survey.

One FTE, the position of Learning and Development Specialist has a zero budget impact and is funded within the existing budget. Following consultation with Directors and Commissioners during budget preparation, a small portion of various departmental training budgets were reallocated to fund within resources a new Learning and Development Specialist position.

This position will develop and deliver in-house, a curriculum of training courses which will move the City towards its goals of Staff Excellence and High Performing Organization.

The other FTE included in the 2012 operating budget is for an HR Administrative Coordinator, which provides administrative support to the Manager, Learning & Development, as well as the new Learning & Development Specialist.

This position, identified at #13 on the prioritized list, has a 0.06% tax impact.

Finally, funds to conduct an Employee Engagement Survey - originally planned for 2011 but deferred during budget deliberations - are also included in the 2012 operating budget. The last such survey was conducted three years ago, and it is timely and appropriate that one be conducted in 2012.

The 2006 Engagement Survey disclosed widespread support for greater learning and development. As a result, information was gathered from staff in 2007 to identify specific training needs. Several categories were identified:

- Customer Service

- Management and Supervisory Skills
- Working Relationships
- HR Policies and Procedures
- Wellness, Health & Safety
- I.T. Training

Vaughan Vision 2020 sets the Strategic Direction for the City of Vaughan. There are a number of core goals and objectives including:

- Valuing and Encouraging a Highly Motivated Workforce
- Attract, Retain and Promote Skilled Staff
- Support the Professional Development of Staff
- Demonstrate Leadership
- Ensure an High Performing Organization

In order to meet these goals, a Learning and Development Strategy was presented to SMT in March, 2010. The Learning and Development Strategy supports the commitment to encourage and support lifelong learning and participation and in the standardization of a focused corporate learning approach to staff education to encourage service excellence. The Learning and Development Strategy supports a variety of learning throughout an employee's career. Policies and procedures have been developed to support the implementation of the strategic initiatives in accordance with the Policy on Corporate Policy Development.

High performing organizations invest in and embrace learning and development resulting in a high level of employee engagement. Investing in learning and development produces positive results such as increased productivity, greater innovation, higher employee morale and increased attraction and retention of staff and impacts the City's ability to achieve service excellence, staff excellence and management excellence.

Learning and development is an essential business investment that enables the City to maintain and extend our employee's knowledge and skills as the City evolves. The investment that the City makes in partnership with employees in their continuing career development allows us to achieve maximum flexibility in meeting our current and future skills requirements thereby assisting the City in achieving operational excellence and becoming a recognized Employer of Choice organization.

A comprehensive Learning & Development Training Program was implemented in 2007 which supports continuous learning. Existing resources were reassigned to develop and deliver a limited number of internal programs. An RFI was conducted with 24 external training providers submitting information – 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. Resourcing learning and development internally is far more cost-effective, and ensures a program tailored to the City's specific needs.

In conducting a corporate structure review, to ensure that the City is organized to achieve the broad goals of Service Excellence, Staff Excellence and Organizational Excellence, Western Management Consultants recognized the importance of resourcing Human Resources to support staff training, to take the City to the next level.

"In recent years, Human Resources has been successful in making a noticeable improvement in corporate culture and in providing support to the growing organization. However, taking the City to the next level will require increased HR skills and capacity. The changes will be multi-dimensional – covering, systems, processes, staff training, recruitment and job design. The Human Resources unit will likely need more resources and budget to meet the increasingly complex demands of the future".

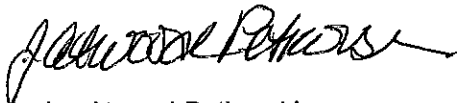
2013 & 2014 ARRs

As identified, the anticipated Additional Resource Requests for future years include one additional Learning & Development Specialist and one additional HR Specialist in the area of Workplace, Health & Safety. A detailed explanation for those additional resource requests beyond 2012 is provided in the background materials to the 2013-2014 Operating Plan (included within the Budget documentation) and will be reviewed and prioritized within future budget deliberations.

Conclusion

While the population of the City has exploded over the past 20 years, staffing at the City has doubled, yet in the face increased complexities in legislative obligations and a proliferation of policies and procedures necessitating significant staff training, the City's complement of HR staffing has remained flat-lined. Without additional resources, it will be impossible to implement the robust Learning & Development Strategy and fulfill the vision of ensuring a High Performing Organization.

Respectfully submitted,



Janice Atwood-Petkovski
Commissioner of Legal & Administrative Services & City Solicitor



Janet Ashfield
Director of Human Resources

Enclosed

- City of Vaughan – Employee Records as at January 31, 1992
- City of Vaughan – Staffing Complement Statistics – December 31, 2000
- Human Resources Department Organizational Chart – 2006
- Human Resources Department Organizational Chart – 2011
- Related Additional resource Requests

CITY OF VAUGHAN -EMPLOYEE RECORDS
AS AT JANUARY 31, 1992

ORDER#	DEPT.	EMP. NO.	EMPLOYEE NAME	CLASSIFICATION	T
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HUMAN RESOURCES DEPARTMENT

20	H/R	90	Nagel Robin	Director of Human Resources	
20	H/R	90	Ebidia James	Health & Safety Co-ordinator	
20	H/R	90	McCurdy Richard	Health & Safety Co-ordinator	
20	H/R	90	Newton Fraser	Manager of Health & Safety	
20	H/R	90		Safety Training Officer	
20	H/R	90	McPherson Jeanette	Manager of Human Resources	
20	H/R	90	Graham Maria	Classification Co-ordinator	
20	H/R	90	Clarke Wayne	Recruitment Co-ordinator	
20	H/R	90	Jones Joyce	Human Resources Clerk	
20	H/R	90	Furlan Mara	Human Resources Clerk	
20	H/R	90	McCracken Margaret	Human Resources Clerk	
20	H/R	90	Marcuz Susie	Human Resources Clerk	
20	H/R	90		Secretarial Services Clerk	
20	H/R	90	Mauti Catherine	Clerk/Occupational Health & Safety	
20	H/R	90	Campolucci Laura	Compensation Clerk	
*20	FO	90	Hawtin Diane	Sr. Compensation Clerk	

DECEMBER 31, 2000

[illegible]

LABOUR RELATIONS

L/R	Nagel	Robin	Director of Labour Relations
M			

HUMAN RESOURCES DEPARTMENT

H/R	90	Graham	Maria	Director of Human Resources Services
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Human Resources Services

90	VACANT	Human Resources Manager
90	Consalvo	Classification Co-ordinator
90	Marcuz	Employee Services Co-ordinator
90	Giambardino	Employee Services Co-ordinator
90	Mastrolacasa	Compensation Assistant
90	Furlan	Supervisor of Recruitment & Development
90	Gitto	Recruitment Officer
90	Fusco	Receptionist & Filing Clerk

Health and Safety

90	Rebbit	Dave	Supervisor of Health & Safety
90	Romano	Angelo	Health & Safety Officer
90	Letterio	Tony	Health & Safety Officer/Hydro

Human Resources Department

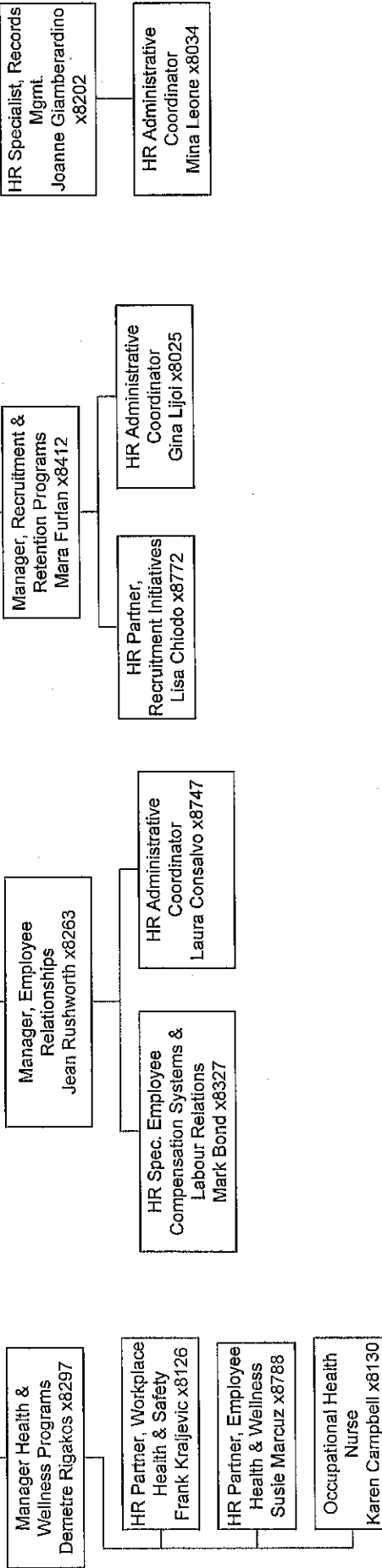
	Pitts	Jeanne	Occupational Health Nurse	PT
	Corelli	Sandra	Human Resources Clerk (to Dec.29/00)	PT

Total Staff - Human Resources Department

HUMAN RESOURCES DEPARTMENT ORGANIZATIONAL CHART

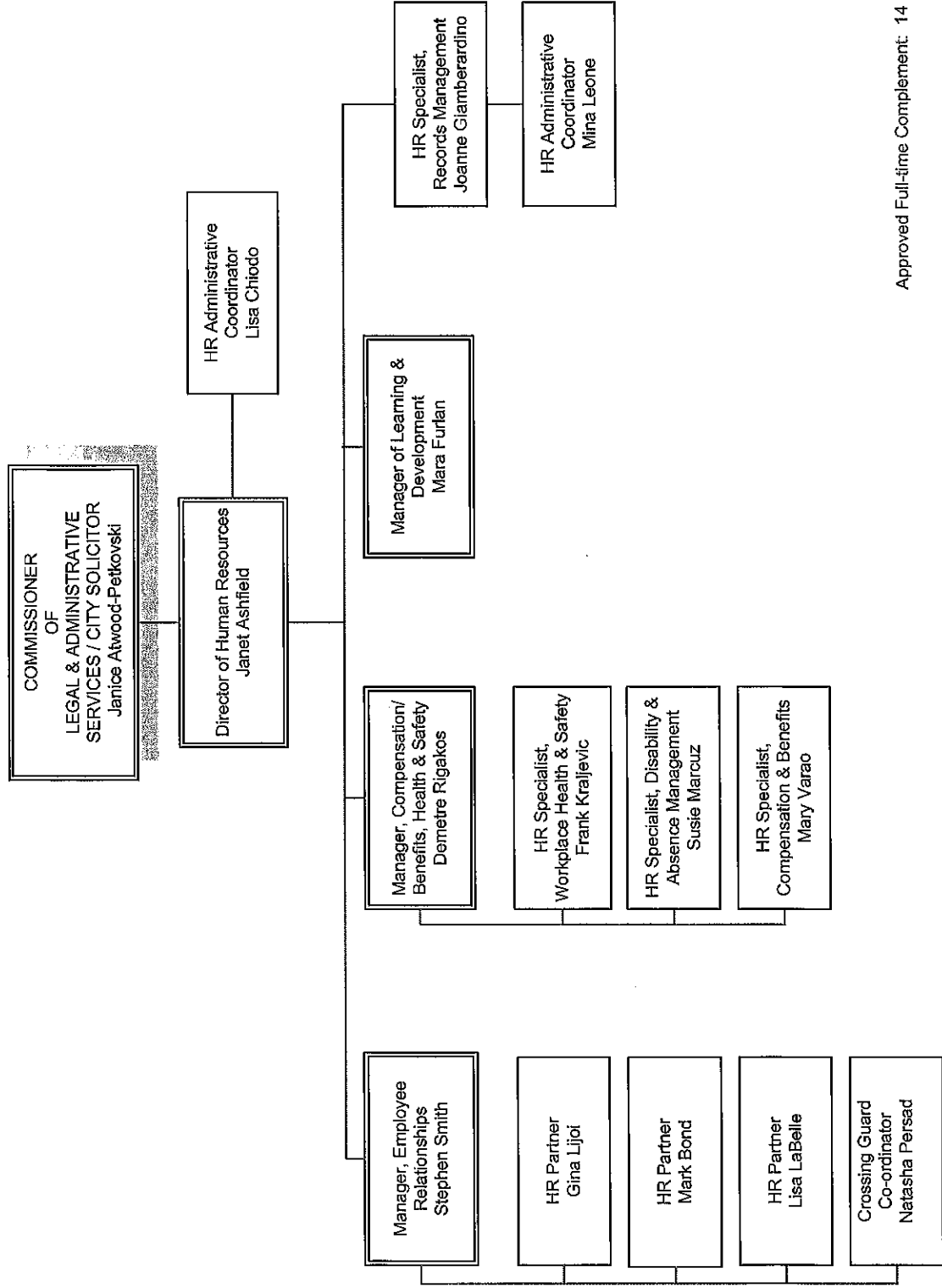
COMMISSIONER OF LEGAL
AND ADMINISTRATIVE
SERVICES
JANICE ATWOOD-PETKOVSKI
x8382

Director of Human Resources
Cathi Berge x8331





HUMAN RESOURCES DEPARTMENT ORGANIZATIONAL CHART



Approved Full-time Complement: 14

**CITY OF VAUGHAN
2012/2014 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Title Learning and Development Specialist

Business Unit # 090150 Learning & Development

090 - Human Resources

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 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	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-
Offsets/reductions	(91,951)	-	-	(91,951)	-	(91,951)
Net Operating Budget	\$ 0	\$ -	\$ -	\$ 0	\$ -	\$ 0
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

The Learning and Development Specialists will allow us to implement the learning and development strategy and meet the Vaughan Vision 2020 initiatives: - Standardize a focused Corporate Learning approach; Encourage and support lifelong learning, promote temporary secondments; Introduce mentorship programs. These position will assist the City in pursuit of its vision and mission by: providing meaningful learning opportunities; providing accessible and high quality learning which meets the employee's lifelong learning needs; provide a trusting, caring and respectful, fair and inclusive environment which support learning and 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. This request was submitted in the 2011 budget and Council directed that it be brought forward with the 2012 operating budget.

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

Milestones or Deliverables	Timelines	Comments
Executive coach to provide ad hoc coaching to SMT	Q1-4 2012	
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

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
ITM	We will partner with ITM to deliver IT related programs and 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.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

Consistency in training and quality of training results in improved engagement and productivity.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title		Learning and Development Specialist					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Staff	Attract, Retain & Promote Skilled Staff	Review the corporate learning approach to staff education in order to encourage and support life long learning and participation.	20		Q2/11, Revised Q4/11	Medium	Mandatory
Staff	Support the Professional Development of Staff	Identify and develop a leadership development program (internal succession planning)	10		Q4/10, Revised Q3/11	Low	General Correlation
Staff	Value & Encourage a Highly Motivated and Engaged Workforce	Established a human resources strategy and began it's implementation phase COMPLETED	17	Completed	Q2/08	High	Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
This request directly links to Vaughan Vision 2020 goal of "Ensure a High Performing Organization". In order to attract, retain and promote skilled staff we require the appropriate resources to deliver training programs and to implement the Learning and Development Strategy. It will also help us in supporting the professional development of staff and value and encourage and highly motivated workforce.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Improve skill level		180 training days	112 lear days	180 training		
2)	Enhance leadership skills		3 programs per	1 program . / yr	3 programs per		
3)	Improve productivity and engagement levels		25%	as last surveyed	10%		
Describe how this request relates to Departmental Business Plan:							
The Human Resources Strategy was developed in 2009. The learning and Development Strategy was completed in 2010 to represent the next level of Strategy below the HR Strategy and was approved in March 2010. These resources are required in order to implement the L&D Strategy and were previously requested in 2010.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve Staff Moral			Secondary	Improve Corp. Image		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Employees that have more learning opportunities are more productive and more qualified to serve our citizens. Learning opportunities also improve the level of employee engagement and attract new candidates to the City.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?	
2012	Output/Service Quantity		Units	Centralizing the L&D through HR will ensure a more efficient and consistent approach in the workplace			
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 a unstructured 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 and improve level of employee engagement. Also, it will not encourage lifelong learning and will not promote temporary secondments; it will also delay the implementation of the mentorship program. The program will lack consistency in application and development as the same individuals will not be involved in all stages throughout all programs.							

Request Title	Learning and Development Specialist
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">Employment Standards Act, Human Rights Code. Accessibility for Ontarian with Disabilities Act., OHS</div> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;">Poor performing employees may impact the organization financially on day to day basis but also may cost the organization in terms of severing the employment relationship. The City has obligations under common law to provide appropriate compensation.</div> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;">Higher amounts of severance for cases that are not dealt on time or appropriately.</div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100px; margin-top: 2px;"> NoneLowMediumHigh </div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 150px; margin-top: 2px;"> \$0\$10,000\$100,000\$1,000,000> \$10,000,000 </div> </div> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 150px; margin-top: 2px;"> NoneMinorMajorSevere </div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 150px; margin-top: 2px;"> NoneLowMediumHigh </div> </div> </div> <div style="width: 55%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>Poor performing employees that lack the coaching and mentoring assistance from their managers and supervisors are more likely to end up in an adversarial position with the City.</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input checked="" type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; min-height: 40px;"> Assisting the department meet their business goals requires appropriate HR resourcing in order to support their leaders </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>If we are not able to have the additional ARRs we will have difficulty in attracting and retaining skilled staff and valuing and encouraging a highly motivated workforce. Staff development will not be enhanced as to ensure that the City has employee who are trained and can provide service excellence to the Citizens of Vaughan. It will also impact the organizations ability to increase engagement and enhance existing capacity.</p>	

Request Title	Learning and Development Specialist			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	L&D Specialist			
Estimated start date	January 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 length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	090150			
Grade level	6			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	No			
ITM Hardware required?	Yes			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	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 #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	090150.7200	-	-	-
2) Training & Developme	090150.7115			-
3) Cellular Line Charges	090150.7122.01			-
4) Mileage	090150.7100			-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	090150.7211.01			-
2) Office Equip. & Furnitu	090150.7210			-
3) Training & Developme	090150.7115	-	-	-
4)	#N/A	-	-	-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ 91,951	\$ -	\$ -	\$ 91,951
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Learning and Development Specialist						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	72,977	-	-			
2	* Benefits	(From sect. 7)	18,974	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-			
4								
5								
6								
7								
Subtotal				91,951	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1	We expect to Offset these costs by transferring unused training		(50,000)					
2	funds from a number of City departments							
3	HR Corporate Training Fund		(41,951)					
Subtotal				(91,951)	-	-	-	
TOTAL OPERATING BUDGET CHANGE				0	-	-	-	
COMPLEMENTS & FTE's								
COMPLEMENTS & FTE's			2012	2013	2014	Total		
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	1.00	-	-	1.00	

**CITY OF VAUGHAN
2012/2014 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Title Professional Fees - Engagement Survey

Business Unit # 090150 Learning & Development

090 - Human Resources

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	-	-	-	-
Other continuous costs	-	-	-	-	-	-
One-time expenses	50,000	(50,000)	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 50,000	\$ (50,000)	\$ -	\$ -	\$ -	\$ -
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

In the 2011 operating budget we submitted this ARR request for additional funding to help support activities associated with the Employee Engagement Survey. The request was considered by the Finance and Audit Committee and the direction received was to bring this request forwards as part of the 2012 operating budget. The request details are as follows: 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.

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

Milestones or Deliverables	Timelines	Comments
Conduct the Employee Survey	Q1 2012	
Review Results	Q2 2012	
Communicate results to staff	Q2 2012	
Implement recommendations for improvement	Q3 2012	

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
	no other departments are impacted by this request	<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

The survey is conducted by an external agency that has conducted this type of survey in the past and can benchmark our scores against other similar types of employers. The survey encompasses all City departments and it is an important tool to gauge how far we have moved in improving our employee levels of engagements from the last survey and what we need to do to continue to improve.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Professional Fees - Engagement Survey						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Staff	Attract, Retain & Promote Skilled Staff	Monitor and update the Human Resources program to ensure a quality work environment and a wide array of staff benefits	13		Q2/11, Revised Q4/11	High	Mandatory
Staff	Value & Encourage a Highly Motivated and Engaged Workforce	Established a human resources strategy and began it's implementation phase COMPLETED	17	Completed	Q2/08	High	General Correlation
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020: This request directly links to Vaughan Vision 2020 goal of "Ensure a High Performing Organization". In order to attract, retain and promote skilled staff we require the appropriate human resources funding to be able to conduct these types of surveys and measure our progress to date.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Improve skill level		Exceeds	Meets or is below			
2)	Enhance leadership skills		Exceeds	Meets or is below			
3)	Improve productivity and engagement levels		Exceeds	Meets or is below			
Describe how this request relates to Departmental Business Plan:							
The Human Resources Strategy was aimed to improve the overall level of Employee Engagement. Since the Strategy was approved a number of initiatives have been implemented and on a bi-annual basis we need to measure where we stand and where we need to improve. The survey is an important tool that enables us to assess our progress as an organization.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Realize Future Benefits			Secondary	Improve User Satisfaction		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Employee engagement is for the most part a qualitative measurement. The agency the City contracts to conduct the employee engagement is a leading provider of HR services and they are experts in conducting this type of survey and providing a benchmark from public sector organizations so that we can measure our progress to date.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
2012	Output/Service Quantity		Units	Reduces the amount of time required to gather data and improves accuracy of information provided.			
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
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) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p>Higher amounts of severance for cases that are not dealt on time or appropriately.</p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ [Slider: None to High] ▶</p> <p>None Low Medium High</p> <p>Financial Impact</p> <p>◀ [Slider: \$0 to > \$10,000,000] ▶</p> <p>\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ [Slider: None to Severe] ▶</p> <p>None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ [Slider: None to High] ▶</p> <p>None Low Medium High</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input checked="" type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p></p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>If we are not able to have the additional ARR funding we will have difficulty in attracting and retaining skilled staff valuing and encouraging a highly motivated workforce, increasing employee engagement and enhancing productivity.</p>	

Request Title	Professional Fees - Engagement Survey			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
ITM Hardware required?				
Capital Equipment Required?				
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 #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	090150.7200			-
2) Training & Developme	090150.7115			-
3) Cellular Line Charges	090150.7122.01			-
4) Mileage	090150.7100			-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	090150.7211.01			-
2) Office Equip. & Furnitu	090150.7210			-
3) Training & Developme	090150.7115			-
4)	#N/A			-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Professional Fees - Engagement Survey						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
	ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)		(From sect. 7)	-	-	-		
2	* Benefits		(From sect. 7)	-	-	-		
3	* Complement sch. Expenses (calculated field)		(From sect. 7)	-	-	-		
4								
5								
6								
7								
Subtotal				-	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)		(From sect. 7)	-	-	-	-	
2	Engagement Survey - Professional Fees	090150.7520		50,000			-	
3							-	
Subtotal				50,000	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				50,000	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	-	-	-	
FTE's			(From sect. 7)	-	-	-	-	
FTE reductions/offsets			(Manual Field)				-	
Net FTE's			(From sect. 7)	-	-	-	-	

CITY OF VAUGHAN
2012/2014 OPERATING BUDGET

ADDITIONAL RESOURCE REQUEST

Request Title Learning and Development Specialists and Admin Coordinator

Business Unit # 090150 Learning & Development

090 - Human Resources

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 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	75,992	92,462	-	168,454	-	168,454
Other continuous costs	500	2,500	-	3,000	-	3,000
One-time expenses	5,500	-	(5,500)	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 81,992	\$ 94,962	\$ (5,500)	\$ 171,454	\$ -	\$ 171,454
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

The Learning and Development Specialists will allow us to implement the learning and development strategy and meet the Vaughan Vision 2020 initiatives: - Standardize a focused Corporate Learning approach; Encourage and support lifelong learning, promote temporary secondments; Introduce mentorship programs. These position will assist the City in pursuit of its vision and mission by: providing meaningful learning opportunities; providing accessible and high quality learning which meets the employee's lifelong learning needs; provide a trusting, caring and respectful, fair and inclusive environment which support learning and 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. This request was submitted in the 2011 budget and Council directed that it be brought forward with the 2012 operating budget.

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

Milestones or Deliverables	Timelines	Comments
Executive coach to provide ad hoc coaching to SMT	Q1-4 2012	
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

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
ITM	We will partner with ITM to deliver IT related programs and 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.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

Consistency in training and quality of training results in improved engagement and productivity.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title		Learning and Development Specialists and Admin Coordinator					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Staff	Attract, Retain & Promote Skilled Staff	Review the corporate learning approach to staff education in order to encourage and support life long learning and participation.	20		Q2/11, Revised Q4/11	Medium	Mandatory
Staff	Support the Professional Development of Staff	Identify and develop a leadership development program (internal succession planning)	10		Q4/10, Revised Q3/11	Low	Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
This request directly links to Vaughan Vision 2020 goal of "Ensure a High Performing Organization". In order to attract, retain and promote skilled staff we require the appropriate resources to deliver training programs and to implement the Learning and Development Strategy. It will also help us in supporting the professional development of staff and value and encourage and highly motivated workforce.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Improve skill level		180 training days	112 lear days	180 training		
2)	Enhance leadership skills		3 programs per	1 program . / yr	3 programs per		
3)	Improve productivity and engagement levels		25%	as last surveyed	10%		
Describe how this request relates to Departmental Business Plan:							
The Human Resources Strategy was developed in 2009. The learning and Development Strategy was completed in 2010 to represent the next level of Strategy below the HR Strategy and was approved in March 2010. These resources are required in order to implement the L&D Strategy and were previously requested in 2010.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary		Improve Staff Moral		Secondary		Improve Corp. Image	
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Employees that have more learning opportunities are more productive and more qualified to serve our citizens. Learning opportunities also improve the level of employee engagement and attract new candidates to the City.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
2012	Output/Service Quantity		Units	Centralizing the L&D through HR will ensure a more efficient and consistent approach in the workplace			
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 a unstructured 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 and improve level of employee engagement. Also, it will not encourage lifelong learning and will not promote temporary secondments; it will also delay the implementation of the mentorship program. The program will lack consistency in application and development as the same individuals will not be involved in all stages throughout all programs.							

Request Title	Learning and Development Specialists and Admin Coordinator		
6) Implications/Consequences (if request not approved)			
A) Please check off how the request relates to the following:			
Legislative/Regulatory Requirement <input checked="" type="radio"/> None <input type="radio"/> Little consequence of non compliance <input type="radio"/> Significant external repercussion/penalty		Please specify: Specific Legislation (i.e.... Act/Regulation/etc.) <div style="border: 1px solid black; padding: 2px;">Employment Standards Act, Human Rights Code. Accessibility for Ontarian with Disabilities Act., OHS</div>	
What are the compliance requirements? What are the consequences of non-compliance? Current status of compliance:		<div style="border: 1px solid black; padding: 2px;">Poor performing employees may impact the organization financially on day to day basis but also may cost the organization in terms of severing the employment relationship. The City has obligations under common law to provide appropriate compensation.</div> <div style="border: 1px solid black; padding: 2px;">Higher amounts of severance for cases that are not dealt on time or appropriately.</div> <div style="border: 1px solid black; height: 15px; width: 100%;"></div>	
Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)			
Probability of Litigation <div style="display: flex; align-items: center;"> <div style="flex: 1;"> <div style="background-color: #ccc; width: 100%; height: 15px; position: relative;"> <div style="position: absolute; left: 10px; top: -5px;">◀</div> <div style="position: absolute; right: 10px; top: -5px;">▶</div> <div style="position: absolute; left: 10%; width: 80%; height: 10px; background-color: #aaa;"></div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> None Low Medium High </div> </div> </div>		Comments <div style="border: 1px solid black; padding: 5px;"> <i>Please describe the type and nature of risk</i> Poor performing employees that lack the coaching and mentoring assistance from their managers and supervisors are more likely to end up in an adversarial position with the City. </div>	
Financial Impact <div style="display: flex; align-items: center;"> <div style="flex: 1;"> <div style="background-color: #ccc; width: 100%; height: 15px; position: relative;"> <div style="position: absolute; left: 10px; top: -5px;">◀</div> <div style="position: absolute; right: 10px; top: -5px;">▶</div> <div style="position: absolute; left: 10%; width: 80%; height: 10px; background-color: #aaa;"></div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> \$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000 </div> </div> </div>			
Health and Safety Risk (click on the word) <input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both			
Health and Safety Magnitude <div style="display: flex; align-items: center;"> <div style="flex: 1;"> <div style="background-color: #ccc; width: 100%; height: 15px; position: relative;"> <div style="position: absolute; left: 10px; top: -5px;">◀</div> <div style="position: absolute; right: 10px; top: -5px;">▶</div> <div style="position: absolute; left: 10%; width: 80%; height: 10px; background-color: #aaa;"></div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> None Minor Major Severe </div> </div> </div>			
Probability of Health & Safety Issue <div style="display: flex; align-items: center;"> <div style="flex: 1;"> <div style="background-color: #ccc; width: 100%; height: 15px; position: relative;"> <div style="position: absolute; left: 10px; top: -5px;">◀</div> <div style="position: absolute; right: 10px; top: -5px;">▶</div> <div style="position: absolute; left: 10%; width: 80%; height: 10px; background-color: #aaa;"></div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> None Low Medium High </div> </div> </div>			
Internal Operational Requirements <input type="radio"/> None <input type="radio"/> Service provided with minor internal issues -slight inconvenience <input type="radio"/> Inability to support the department's directive <input checked="" type="radio"/> Direct affect on multiple departments <input type="radio"/> Citywide implications			
Comments <div style="border: 1px solid black; padding: 5px;">Assisting the department meet their business goals requires appropriate HR resourcing in order to support their leaders</div>			
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)			
If we are not able to have the additional ARRs we will have difficulty in attracting and retaining skilled staff and valuing and encouraging a highly motivated workforce. Staff development will not be enhanced as to ensure that the City has employee who are trained and can provide service excellence to the Citizens of Vaughan. It will also impact the organizations ability to increase engagement and enhance existing capacity.			

Request Title		Learning and Development Specialists and Admin Coordinator		
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012	2013		
Position title	HR Administrative Coordinator	L&D Specialist		
Estimated start date	January 1, 2012	January 1, 2013		
# 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 length (months or yrs)	N/A	N/A		
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	090150	090150		
Grade level	4	6		
Est. starting step	1	1		
Desktop (HR) Review Performed?	No	No		
B&F Accommodations Available?	No	No		
ITM Hardware required?	Yes	Yes		
Capital Equipment Required?	No	No		
Complement Annual Cost Detail				
Annual full-time \$	60,311	72,977		133,288
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-	-	-	-
Annual overtime \$	-	-	-	-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	15,681	19,485	-	35,166
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 75,992	\$ 92,462	\$ -	\$ 168,454
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	090150.7200	-	-	-
2) Training & Developme	090150.7115	500	1,500	2,000
3) Cellular Line Charges	090150.7122.01	-	600	600
4) Mileage	090150.7100	-	400	400
Subtotal		\$ 500	\$ 2,500	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	090150.7211.01	5,000	5,000	10,000
2) Office Equip. & Furnitu	090150.7210	500	500	1,000
3) Training & Developme	090150.7115	-	-	-
4)	#N/A	-	-	-
Subtotal		5,500	5,500	-
2012 Total Complement Annual Costs	\$ 81,992	\$ -	\$ -	\$ 81,992
2013 Total Complement Annual Costs	\$ -	\$ 100,462	\$ -	\$ 100,462
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Learning and Development Specialists and Admin Coordinator						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
	ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	60,311	72,977	-			
2	* Benefits	(From sect. 7)	15,681	19,485	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	500	2,500	-			
4								
5								
6								
7								
Subtotal				76,492	94,962	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	5,500	5,500	-	-		
2							-	
3							-	
Subtotal				5,500	5,500	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				81,992	100,462	-	-	
COMPLEMENTS & FTE's								
			2012	2013	2014	Total		
# of positions requested			(From sect. 7)	1.00	1.00	-	2.00	
FTE's			(From sect. 7)	1.00	1.00	-	2.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	1.00	1.00	-	2.00	

**CITY OF VAUGHAN
2012/2014 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Title HR Specialist, Workplace Health and Safety

Business Unit # 090165 Benefits & Health and Safety

090 - Human Resources

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 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	-	-	112,497	112,497	-	112,497
Other continuous costs	-	-	3,000	3,000	-	3,000
One-time expenses	-	-	5,500	5,500	(5,500)	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 120,997	\$ 120,997	\$ (5,500)	\$ 115,497
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

The HR Specialist, Workplace Health and Safety will provide the organization with training, consultation, advice and audit to enhance the City's ability to meet its obligations under the Occupational Health and Safety Act and to improve the City's ability to prevent workplace injuries and illnesses. Currently Vaughan has only one FTE supporting this function. As an example Powerstream with half the City's staff levels has 3 front line staff overseeing the Health and Safety needs of their organization. You will note on the updated HR department business plan that we have provided HR Efficiency statistics. You will note from the statistical data that one City HR FTE is servicing twice as many employees as the public sector HR counterpart that participated in a recent survey. In addition, in 1992 HR had 16 full time staff and served 655 employees and 56 crossing guards. In 1992 the City's HR department did not support Hydro or Transit. In 2011 the HR department has 14 staff and services 1,687 FTEs (City and Libraries) as well as over 90 crossing guards.

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

Milestones or Deliverables	Timelines	Comments
Hiring an HR Partner	1/01/14	
Training	Q1	
Assignment of Caseload	Q2	

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	HR Specialist, Workplace Health and Safety					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives						
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.						
Theme	Goal	Initiative	Ref #	Status	Date	Request/Initiative Relationship (choose 1)
Staff	Attract, Retain & Promote Skilled Staff	Monitor and update the Human Resources program to ensure a quality work environment and a wide array of staff benefits	13		Q2/11, Revised Q4/11	High Mandatory
Staff	Value & Encourage a Highly Motivated and Engaged Workforce	Established a human resources strategy and began it's implementation phase COMPLETED	17	Completed	Q2/08	High Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:						
This request directly links to Vaughan Vision 2020 goal of "Ensure a High Performing Organization". Specifically it relates to: Enhancing Productivity, Cost Effectiveness and Innovation. Value and Encourage a Highly Motivated Workforce						
3) Related Performance Indicators & Business Plan Link						
Please provide information on top 3 performance measures:						
	Name/description of service level target:		Target Level	Current Level	Level with ARR	
1)	enhance our ability to comply with all applicable laws					
2)	minimize risk of injuries / illnesses					
3)	Improve employee engagement					
Describe how this request relates to Departmental Business Plan:						
The Human Resources Strategy goal is to increase the overall level of employee engagement. A number of initiatives through our business plan support this goal. Maintaining and enhancing employee health, minimizing workplace injuries and promoting accident prevention is linked directly to improving employee satisfaction and therefore employee engagement.						
4) Value Proposition						
Please detail both qualitative and quantitative benefits of the request						
Qualitative: Please select up to 2 actions which best describe this request						
Primary		Improve Staff Moral		Secondary		Improve Corp. Image
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?						
Healthy and Safe employees are more productive and more engaged in their roles. In addition our ability to prevent workplace injuries and illnesses is enhanced through the additional resource who will assist in hazard assessments, workplace safety procedure development, provide consultations to front line managers and staff and enhance the City's image by becoming the safest workplace.						
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.						
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?
2014	Time/Capacity	200	Hrs.	We currently have one HR Specialist H&S servicing all City staff.		
5) Alternatives						
Are there alternatives or options? Please explain what they are and why they are not the primary approach.						
We can continue to provide services with the existing resources but it will be difficult to provide the level of service and time commitment to our clients to meet their goals which include: Reducing workplace lost time injuries. Preventing workplace Accidents. Providing training, advice and coaching to enhance the ability of our front line managers to be effective in their roles.						

Request Title	HR Specialist, Workplace Health and Safety
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;">Occupational Health and Safety Act and Regulations</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;">Increased risk of non-compliance -</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;">Increase workplace injuries and illnesses - higher risk of order or charges from the Ministry of Labour/</div> <div style="border: 1px solid black; height: 20px; width: 100%;"></div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 40%, #aaa 40% 60%, #aaa 60% 80%, #ccc 80%); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px; text-align: center;"> <div style="display: flex; justify-content: space-between; width: 100px;"> NoneLowMediumHigh </div> </div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 25%, #aaa 25% 75%, #aaa 75% 90%, #ccc 90%); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px; text-align: center;"> <div style="display: flex; justify-content: space-between; width: 100px;"> \$0\$10,000\$100,000\$1,000,000> \$10,000,000 </div> </div> </div> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input checked="" type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 30%, #aaa 30% 60%, #aaa 60% 80%, #ccc 80%); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px; text-align: center;"> <div style="display: flex; justify-content: space-between; width: 100px;"> NoneMinorMajorSevere </div> </div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 50%, #aaa 50% 70%, #aaa 70% 90%, #ccc 90%); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px; text-align: center;"> <div style="display: flex; justify-content: space-between; width: 100px;"> NoneLowMediumHigh </div> </div> </div> </div> <div style="width: 50%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>Litigation results from critical injuries or fatalities where the Ministry of Labour charges the City and/or its supervisors and directors under the Occupational Health and Safety Act.</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input checked="" type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; min-height: 40px;"> Assisting the department meet their business goals requires appropriate HR resourcing in order to support their leaders </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Our front line managers require the support and education to help them be effective in their roles and ensure that their staff are working safely. It is the expertise of a HR Specialist, Workplace Health and Safety that can support their day to day activities with training coaching, hazard identification and control. dealing with work refusals etc. The ones affected are supervisor / managers / directors by not having sufficient support to meet their needs.</p>	

Request Title	HR Specialist, Workplace Health and Safety			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2014			
Position title	HR Specialist, Workplace Health and			
Estimated start date	January 1, 2014			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	090165			
Grade level	8			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	No			
ITM Hardware required?	Yes			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	88,302			88,302
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	24,195	-	-	24,195
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 112,497	\$ -	\$ -	\$ 112,497
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	090165.7200	500		500
2) Training & Developme	090165.7115	1,500		1,500
3) Cellular Line Charges	090165.7122.01	600		600
4) Mileage	090165.7100	400		400
Subtotal		\$ 3,000	\$ -	\$ 3,000
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	090165.7211.01	5,000		5,000
2) Office Equip. & Furnitu	090165.7210	500		500
3) Training & Developme	090165.7115	-		-
4)	#N/A	-		-
Subtotal		5,500	-	5,500
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ 120,997	\$ -	\$ -	\$ 120,997
Additional Comments:				

Request Title		HR Specialist, Workplace Health and Safety						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	-	88,302			
2	* Benefits	(From sect. 7)	-	-	24,195			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	3,000			
4								
5								
6								
7								
Subtotal				-	-	115,497	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	5,500	(5,500)		
2							-	
3							-	
Subtotal				-	-	5,500	(5,500)	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				-	-	120,997	(5,500)	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	-	1.00	1.00	
FTE's			(From sect. 7)	-	-	1.00	1.00	
FTE reductions/offsets			(Manual Field)			-	-	
Net FTE's			(From sect. 7)	-	-	1.00	1.00	

**CITY OF VAUGHAN
2012/2014 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Title HR Specialist, Absence and Disability Management

Business Unit # 090165 Benefits & Health and Safety

090 - Human Resources

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 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	-	-	84,520	84,520	-	84,520
Other continuous costs	-	-	2,300	2,300	-	2,300
One-time expenses	-	-	5,600	5,600	(5,600)	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 92,420	\$ 92,420	\$ (5,600)	\$ 86,820
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

We anticipate that by 2013 the City will require the services of an additional HR Specialist, Absence and Disability Management to address cases of accommodation, return to work, WSIB, non occupational illness etc. In addition we plan to provide additional support to Vaughan Fire & Rescue services by taking over all of their attendance tracking as well as assisting in the attendance management process. You will note on the updated HR department business plan that we have provided HR Efficiency statistics. You will note from the statistical data that one City HR FTE is servicing twice as many employees as the public sector HR counterpart that participated in a recent survey. In addition, in 1992 HR had 16 full time staff and served 655 employees and 56 crossing guards. In 1992 the City's HR department did not support Hydro or Transit. In 2011 the HR department has 14 staff and services 1,687 FTEs (City and Libraries) as well as over 90 crossing guards.

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

Milestones or Deliverables	Timelines	Comments
Hire HR Specialist	1/01/13	
Train HR Specialist	Q1	
Start assuming additional work from VFRS	Q2	

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
VFRS	We have consulted with VFRS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

VFRS has only 3 non union positions that handles a number of operational complex issues. They have requested the assistance of HR with day to day administrative and HR related processes in order to free up their time to be more effective and efficient in their operational work.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	HR Specialist, Absence and Disability Management																										
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives																											
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.																											
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)																				
Staff	Attract, Retain & Promote Skilled Staff	Monitor and update the Human Resources program to ensure a quality work environment and a wide array of staff benefits	13		Q2/11, Revised Q4/11	High	General Correlation																				
Staff	Value & Encourage a Highly Motivated and Engaged Workforce	Established a human resources strategy and began it's implementation phase COMPLETED	17	Completed	Q2/08	High	General Correlation																				
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:																											
This request directly links to Vaughan Vision 2020 goal of "Ensure a High Performing Organization". In order to allow our senior staff to become more effective in their roles we need to take away from them the day to day administrative high volume work that can be done by more junior staff members.																											
3) Related Performance Indicators & Business Plan Link																											
Please provide information on top 3 performance measures:																											
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>Name/description of service level target:</th> <th>Target Level</th> <th>Current Level</th> <th>Level with ARR</th> </tr> </thead> <tbody> <tr> <td>1)</td> <td>Decrease duration of work absences</td> <td>7 days per inj FTE</td> <td>10 days per Inj FTE</td> <td>7 days</td> </tr> <tr> <td>2)</td> <td>Increase number of modified work programs</td> <td>10% in yr 1</td> <td>60 plans</td> <td>70 plans</td> </tr> <tr> <td>3)</td> <td>Improve timeliness of addressing issues</td> <td>same day</td> <td>address within 1 day or</td> <td>same day</td> </tr> </tbody> </table>									Name/description of service level target:	Target Level	Current Level	Level with ARR	1)	Decrease duration of work absences	7 days per inj FTE	10 days per Inj FTE	7 days	2)	Increase number of modified work programs	10% in yr 1	60 plans	70 plans	3)	Improve timeliness of addressing issues	same day	address within 1 day or	same day
	Name/description of service level target:	Target Level	Current Level	Level with ARR																							
1)	Decrease duration of work absences	7 days per inj FTE	10 days per Inj FTE	7 days																							
2)	Increase number of modified work programs	10% in yr 1	60 plans	70 plans																							
3)	Improve timeliness of addressing issues	same day	address within 1 day or	same day																							
Describe how this request relates to Departmental Business Plan:																											
The 2013 HR Business Plan includes as one of its goals assisting VFRS with their attendance tracking / attendance management issues. This FTE will enable us to accomplish this goal.																											
4) Value Proposition																											
Please detail both qualitative and quantitative benefits of the request																											
Qualitative: Please select up to 2 actions which best describe this request																											
Primary Realize Future Benefits Secondary Improve User Satisfaction																											
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?																											
Qualitative: Senior VFRS staff can become more strategic in their roles and less involved in administrative type of work. Quantitative: A significant amount of administrative work can be moved from the senior VFRS non union staff to HR.																											
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.																											
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?																				
2012	Time/Capacity		Hrs.	Reduces the amount of time spent by senior VFRS Staff on administrative work.																							
5) Alternatives																											
Are there alternatives or options? Please explain what they are and why they are not the primary approach.																											
Our past negotiations with VPFFA has shown that getting more management exclusions in VFRS will not be an easy task. The arbitration decisions have also not supported this up to this point. As an organization we need to find ways to take away administrative work from senior staff in order to allow them more time to lead their workforce and be more strategic in their roles.																											

Request Title	HR Specialist, Absence and Disability Management
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">Employment Standards Act, Human Rights Code. Accessibility for Ontarian with Disabilities Act., OHS</div> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;">Poor performing employees may impact the organization financially on day to day basis but also may cost the organization in terms of severing the employment relationship. The City has obligations under common law to provide appropriate compensation.</div> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;">Higher amounts of severance for cases that are not dealt on time or appropriately.</div> <div style="border: 1px solid black; height: 20px; margin-top: 10px;"></div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 40%, #aaa 40% 60%, #aaa 60% 100%); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: -5px; top: -5px;">◀</div> <div style="position: absolute; right: -5px; top: -5px;">▶</div> </div> <div style="margin-left: 5px; text-align: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc 40%, #aaa 40% 60%, #aaa 60% 100%);"></div> <div style="display: flex; justify-content: space-between; font-size: 8px;"> NoneLowMediumHigh </div> </div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 15px; background: linear-gradient(to right, #ccc 25%, #aaa 25% 75%, #aaa 75% 100%); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: -5px; top: -5px;">◀</div> <div style="position: absolute; right: -5px; top: -5px;">▶</div> </div> <div style="margin-left: 5px; text-align: center;"> <div style="width: 150px; height: 10px; background: linear-gradient(to right, #ccc 25%, #aaa 25% 75%, #aaa 75% 100%);"></div> <div style="display: flex; justify-content: space-between; font-size: 8px;"> \$0\$10,000\$100,000\$1,000,000> \$10,000,000 </div> </div> </div> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 15px; background: linear-gradient(to right, #ccc 10%, #aaa 10% 90%, #aaa 90% 100%); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: -5px; top: -5px;">◀</div> <div style="position: absolute; right: -5px; top: -5px;">▶</div> </div> <div style="margin-left: 5px; text-align: center;"> <div style="width: 150px; height: 10px; background: linear-gradient(to right, #ccc 10%, #aaa 10% 90%, #aaa 90% 100%);"></div> <div style="display: flex; justify-content: space-between; font-size: 8px;"> NoneMinorMajorSevere </div> </div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 15px; background: linear-gradient(to right, #ccc 10%, #aaa 10% 90%, #aaa 90% 100%); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: -5px; top: -5px;">◀</div> <div style="position: absolute; right: -5px; top: -5px;">▶</div> </div> <div style="margin-left: 5px; text-align: center;"> <div style="width: 150px; height: 10px; background: linear-gradient(to right, #ccc 10%, #aaa 10% 90%, #aaa 90% 100%);"></div> <div style="display: flex; justify-content: space-between; font-size: 8px;"> NoneLowMediumHigh </div> </div> </div> </div> <div style="width: 55%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>As an organization we need to continue to accommodate employees with disabilities and document our efforts in order to minimize the risk of litigation through OHR tribunal or courts.</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input checked="" type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; min-height: 50px;"> Assisting the department meet their business goals requires appropriate HR resources. Currently VFRS is handling a large volume of administrative work. </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
Without the additional ARR HR does not have the capacity to serve VFRS. Therefore, if we continue as is, VFRS managers will not be able to download administrative (HR) related work to the HR Department. The VFRS workforce has been consistently growing as our community is growing and the capacity of the 3 non union VFRS managers to manage their day to day work is decreasing.	

Request Title	HR Specialist, Absence and Disability Management			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2014			
Position title	HR Specialist, Absence and Disability			
Estimated start date	January 1, 2013			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	090165			
Grade level	5			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	No			
ITM Hardware required?	Yes			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	66,342			66,342
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	18,178	-	-	18,178
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 84,520	\$ -	\$ -	\$ 84,520
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	090165.7200	500		500
2) Training & Developme	090165.7115	1,500		1,500
3) Cellular Line Charges	090165.7122.01	-		-
4) Mileage	090165.7100	300		300
Subtotal		\$ 2,300	\$ -	\$ 2,300
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	090165.7211.01	5,000		5,000
2) Office Equip. & Furnitu	090165.7210	600		600
3) Training & Developme	090165.7115	-		-
4)	#N/A	-		-
Subtotal		5,600	-	5,600
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ 92,420	\$ -	\$ -	\$ 92,420
Additional Comments:				

Request Title		HR Specialist, Absence and Disability Management						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	-	66,342			
2	* Benefits	(From sect. 7)	-	-	18,178			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	2,300			
4								
5								
6								
7								
Subtotal				-	-	86,820	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	5,600	(5,600)		
2							-	
3							-	
Subtotal				-	-	5,600	(5,600)	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE					-	-	92,420	(5,600)
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	-	1.00	1.00	
FTE's			(From sect. 7)	-	-	1.00	1.00	
FTE reductions/offsets			(Manual Field)		-		-	
Net FTE's			(From sect. 7)	-	-	1.00	1.00	

**CITY OF VAUGHAN
2012/2014 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Title Awards

Business Unit # 090150 Learning & Development

090 - Human Resources

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 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: Please provide a brief description of the request.

Please check one: ☒ Departmental ☐ Corporate

This ARR was submitted as part of the 2011 - 2012 budget submission but was not approved. The following are the details of the request: We are requesting an additional \$15,000 in our awards budget in order to continue with the annual "Service Awards" event. In 2010 we recognized additional staff (part-time non union) and also introduced the service excellence award and award recipients under the "We Are Vaughan" recognition program. The costs associated with the Service awards in 2010 were in excess of our budget by \$15,000. The funding will allow us to continue with the annual service award event, addressing all employees of the Corporation, providing gifts and utilizing a similar format and venue as we did in 2010. The service awards along with the We Are Vaughan recognition program help increase the employee level of engagement.

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

Milestones or Deliverables	Timelines	Comments
Plan annual service awards	2/01/12	
Identify service excellence nominees	3/01/12	
Host the annual service award event	9/01/12	

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

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

Other comments:

All City departments participate in the service award event. Also all departments participate in the selection of the service excellence nominees. The additional funds will be 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 <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational	Ensure a High Performing Organization <small>PRIORITY GOAL</small>	Established a human resources strategy and began it's implementation phase <small>COMPLETED</small>	17	Completed	Q2/08	High	General Correlation
Organizational	Attract, Retain & Promote Skilled Staff	Monitor and update the Human Resources program to ensure a quality work environment and a wide array of staff benefits	13		Q2/11, Revised Q4/11	High	General Correlation
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 intervals. In addition we have expanded the scope of the program to include groups of staff that were previously not included i.e. part time CUPE, non union part-time etc. The funding is required to maintain the current service and links directly to "Vaughan Vision 2020".							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Level of engagement		increase 25%				
2)	Retain staff		10% reduction				
3)							
Describe how this request relates to Departmental Business Plan:							
The HR department's strategy includes an improvement in the staff's level of engagement by 25% - Our annual business plan identifies several goals and objectives to help us achieve our HR strategic goal of improving staff's level of engagement. The funding requested in this ARR directly link to our business plan and our HR strategy as well as the Vaughan Vision 2020.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve Staff Moral			Secondary	Improve Corp. Image		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
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 etc.)							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
2012	Output/Service Quantity		Units				
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
Without the extra funding we will not be able to maintain the current level of service and the service awards and employee recognition program will not succeed. Should funding not be granted we will look at reducing the value of gifts, and adjusting the format to eliminate refreshments.							

Request Title	Awards
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; height: 20px; margin-bottom: 10px;"></div> <div style="border: 1px solid black; height: 30px; margin-bottom: 10px;"></div> <div style="border: 1px solid black; height: 30px;"></div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px; text-align: center;"> None Low Medium High </div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px; text-align: center;"> \$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000 </div> </div> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px; text-align: center;"> None Minor Major Severe </div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px; text-align: center;"> None Low Medium High </div> </div> </div> <div style="width: 55%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <div style="border: 1px solid black; height: 150px; margin-top: 5px;"></div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; height: 50px; margin-top: 5px;"></div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Without a successful service awards and employee recognition programs we will have difficulty in attracting and retaining skilled staff. The level of engagement of staff will decrease creating a less productive workforce.</p>	

Request Title		Awards			
7) Complement Details - Skip to Section 8 if no Staff is requested					
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.					
Complement Information		Position #1	Position #2	Position #3	Sub-total
Budget Year					
Position title					
Estimated start date					
# of positions requested					-
Full-time equivalents (FTEs)					-
Position type					
Position agreement classification					
If contract, specify length (months or yrs)					
If Casual/Seasonal PT enter Hourly wage					
Business unit # (override if different than # shown)					
Grade level					
Est. starting step					
Desktop (HR) Review Performed?					
B&F Accommodations Available?					
ITM Hardware required?					
Capital Equipment Required?					
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 #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1)	Office Supplies	090150.7200			-
2)	Training & Developme	090150.7115			-
3)	Cellular Line Charges	090150.7122.01			-
4)	Mileage	090150.7100			-
Subtotal		\$ -	\$ -	\$ -	\$ -
One-time costs		(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1)	Computer Hardware	090150.7211.01			-
2)	Office Equip. & Furnitu	090150.7210			-
3)	Training & Developme	090150.7115			-
4)		#N/A			-
Subtotal		-	-	-	-
2012 Total Complement Annual Costs		\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs		\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs		\$ -	\$ -	\$ -	\$ -
Additional Comments:					

Request Title		Awards						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)		-	-	-		
2	* Benefits	(From sect. 7)		-	-	-		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-		
4	Recognition program					15,000		
5								
6								
7								
Subtotal				-	-	15,000	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				-	-	15,000	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	2012	2013	2014	Total	
FTE's			(From sect. 7)	-	-	-	-	
FTE reductions/offsets			(Manual Field)				-	
Net FTE's			(From sect. 7)	-	-	-	-	

ACCESS VAUGHAN - 2 PERMANENT P/T STAFF

RE: At the Finance and Administration Committee meeting on January 16, 2012 staff was asked to provide additional information with regard to the Additional Resource Request for Access Vaughan.

Background/Justification

The Access Vaughan Phase II roll out plan was to stagger the implementation into 5 steps (Step A,B,C,D,E). Steps A, B and C have all been approved via Capital Budget submissions. Step A and B are complete. This year we will implement Step C – further expansion of Enforcement and expansion of hours if additional staffing is approved. The Capital Funding for Step C has been approved –(Project # AV-3015-11).

Access Vaughan Phase II is linked to Service Excellence and Vaughan Vision as it speaks to offering excellent service to our residents and improving how we provide our services. We know that extending the hours and promoting the extension of hours will allow us to enhance our service to the caller, further expand with departments and allow us to open work orders after 4:30 p.m. This will allow the departments to have such work orders entered by Access Vaughan during closed hours, providing a more efficient service in that the work orders are in the system and can be actioned immediately by the department on the following day. Access Vaughan is currently integrated with the following departments: Parks & Forestry Operations, Enforcement, Animal Services, Public Works – Waste, Recreation & Culture, Tax and the Snow Hotline.


The extension of hours would allow callers to receive assistance for both emergency and non-emergency calls after 4:30 p.m.

Currently the caller will hear a "closed" message when calling the City after 4:30 p.m. The caller is redirected to call back during operational hours. If the caller does not hang up, the call is redirected to Public Works After Hours Dispatch service (staffed by one employee). In Year 2011, there were approximately 7500 calls that were unanswered attributed to various reasons including, calls abandoned after threshold, wait time, caller choosing to hang up or call back during operational hours. Extending the service will address these closed calls and alleviate pressure on the emergency dispatch service.

Staggering shifts of the existing staff model does not allow for the scheduling of an 11 or 12 hour day without gravely affecting the service level (% of calls that are answered within an acceptable time frame – 80/20 is our mandate). The scheduling of the Access Vaughan call centre staff must support cyclical periods, planned absences, vacations, training and the collective agreement.

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. Access Vaughan Phase II is linked to Service Excellence and Vaughan Vision as it speaks to offering excellent service to our residents and improving how we provide our services. Supporting the ARR for two Permanent Part Time staff, which would allow for the extension of hours, truly supports the City's mission statement; "Citizens First Through Service Excellence".

Respectfully submitted,



Brigid LaManna
Manager - Access Vaughan

**CITY OF VAUGHAN
2012/2014 OPERATING BUDGET**

ADDITIONAL RESOURCE REQUEST

Request Title Request for Two Permanent Part Time Staff in Access Vaughan

Business Unit # 121001 Access Vaughan

121 - Access Vaughan

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	2.00	-	-	2.00	-	2.00
Net FTE's	1.38	-	-	1.38	-	1.38
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	72,152	-	-	72,152	-	72,152
Other continuous costs	2,600	-	-	2,600	-	2,600
One-time expenses	6,800	(6,800)	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 81,552	\$ (6,800)	\$ -	\$ 74,752	\$ -	\$ 74,752
Associated Capital Costs	\$ 50,470	\$ -	\$ -	\$ 50,470	\$ -	\$ 50,470

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

Please check one: ☒ Departmental ☐ Corporate

Access Vaughan Phase II - Step C - the goal for this phase will be to further integrate with another department and extend the hours of operation for Access Vaughan. The request for two Permanent Part Time (PPT) staff will allow the call centre to extend the hours without negatively impacting the service level. The additional staff are required; current staffing model will not allow for extension of hours as service level will decrease and experience to caller will be negatively impacted.

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

Milestones or Deliverables	Timelines	Comments
Access Vaughan - Phase 2 - Step C	Q3 - 2012	Step A - Integration with Parks/Forestry Operations- Complete
Phase 2 - 5 Year Phased In Program		Step B - Integration with Enforcement/Animal Services - Estimated Completion - Q4/11
		Step C - Extension of Operational Hours, Staff Required for Increase in Call Volume
		and to allow for scheduling of extended hours.

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
ITM	Set/Up computer hardware / software + program agent telephones (resources required to set up new CSRs)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Building & Facilities	Desk Space already exists in Access Vaughan. No additional build required.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

All integrated departments are affected by Access Vaughan staffing as we support and handle calls for: Tax, Public Works- Waste, Enforcement, Parks & Forestry Operations, Recreation and Culture and Animal Services. Service level to resident needs to be maintained at 80/20 for service excellence to our callers. Increased call volumes due to additional call types and integration.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Request for Two Permanent Part Time Staff in Access Vaughan						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Service	Demonstrate Excellence in Service Delivery	Ensured citizen-focused communication initiatives: Expanded and integrated phase 2 of Access Vaughan (call center) COMPLETED	3	Completed	Q2/10	High	Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
Access Vaughan Phase 2 is not COMPLETE. The Phase 2 was outlined as a 5 year plan to slowly integrate more services with Access Vaughan. Phase 2 (Steps A,B,C,D,E). Access Vaughan has integrated with Parks and Forestry Operations and in 2011 was working on the integration of Animal Services/Enforcement - hoping for completion of Step B for Q4 -2011. For 2011 Capital Project # AV-3015-11 - Access Vaughan Phase II - Step C (the integration will the extension of hours - integrate with after hours services if Access Vaughan obtains additional staffing, if not Access Vaughan will integrate with another department of integrate further with an already existing department). Service Excellence is directly linked to Access Vaugahn Phase 2 and Vaughan Vision 2020 as it speaks to offering excellent service to our residents and improving how we provide our services							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Service Level - % of incoming calls answered		80/20	70/20	80/20		
2)	Calls Offered per agent vs answered		2600	2200	2600		
3)	Abandoned After Threshold		1%	3%	1.50%		
Describe how this request relates to Departmental Business Plan:							
K.P.I - for Access Vaughan are clearly defined, service level being one of the most important. Service Level should be 80/20 daily to ensure callers are receiving quick, efficient service when calling Access Vaughan. The calls offered vs answered are an indicator that callers are abandoning during longer wait times. Wait times are reduced when additional staff are available to answer the calls. Service Excellence - providing excellent service to our callers and serving the caller at peak times is essential. Peak times include after 4:30 p.m. Additional staffing is required to extend the operational hours of Access Vaughan. Current staffing will not allow for extended hours.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve User Satisfaction			Secondary	Improve Corp. Image		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
User Satisfaction - callers expect extended hours, most municipalities offer extended hours as most callers return home after 4:30. They want the service to be available at a time that is convenient. It helps our Corporate Image in that it shows we are trying to improve our service and offer our service at times that are more convenient for our residents.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?	
2012	Output/Service Quantity		Units	Increase in service to callers, service level, wait time		No	
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
There are no alternative 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 projects to integrate further with departments and expand the hours of operation it is imperative that Access Vaughan have the appropriate staffing to schedule staff for extended operational hours and to provide the 80/20 service level on a consistent basis.							

Request Title	Request for Two Permanent Part Time Staff in Access Vaughan
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ None Low Medium High ▶</p> <p>Financial Impact</p> <p>◀ \$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000 ▶</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ None Minor Major Severe ▶</p> <p>Probability of Health & Safety Issue</p> <p>◀ None Low Medium High ▶</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p>Access Vaughan is integrated with Tax, Waste, Enforcement, R&C, P&FO, and is integrating with Animal Services. Declined service level impacts each of these integrated departments in that A/V CSRs are unable to answer the calls in the targeted service level for the caller. The caller may abandon the call and revert to escalating the call to the department management or Council if they feel they have waited to long in the queue. Access Vaughan supports multiple departments and it is imperative to have appropriate staffing to provide the level of service expected for our residents.</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Staff - internal assistance to other departments such as Information Technology Management for projects / test users will be limited if our service level continues to decline. Staff - promoting events to callers such as O.P.A meetings will be reduced as handle time increases - wait time for caller increases. Increased handled time increases wait time overall, not generally an issue if appropriate staffing model in place. Residents - wait time will be increased, longer wait overall to reach a live representative. Hours of operation will continue at 8: 30 to 4:30 -- as current staffing model does not allow for scheduling beyond those hours. Increasing hours of operation will demonstrate to the residents that we are serious about making improvements to how and when we provide service.</p>	

Request Title		Request for Two Permanent Part Time Staff in Access Vaughan		
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	CSR			
Estimated start date	January 1, 2012			
# of positions requested	2.00			2.00
Full-time equivalents (FTEs)	1.38			1.38
Position type	Part-time			
Position agreement classification	Part Time Salary			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	121001			
Grade level	5			
Est. starting step	Start			
Desktop (HR) Review Performed?	N/A			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	-			-
Annual part-time \$	45,828	-	-	45,828
Annual shift premiums, etc	-	-		-
Annual overtime \$	-	-		-
* PT vacation pay (calculated field)	1,833	-	-	1,833
* Annual benefits (calculated field)	4,623	-	-	4,623
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 72,152	\$ -	\$ -	\$ 72,152
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	121001.7200	300	-	300
2) Training & Developme	121001.7115	1,000	-	1,000
3)	#N/A	-	-	-
4)	#N/A	-	-	-
Subtotal		\$ 2,600	\$ -	\$ 2,600
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	121001.7211.01	1,800	-	1,800
2) Office Equip. & Furnitu	121001.7210	1,100	-	1,100
3) Training & Developme	121001.7115	500	-	500
4)	#N/A	-	-	-
Subtotal		6,800	-	6,800
2012 Total Complement Annual Costs	\$ 81,552	\$ -	\$ -	\$ 81,552
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments: Other (License cost for Textnet and CC7);				

Request Title		Request for Two Permanent Part Time Staff in Access Vaughan						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1	Access Vaughan Phase II - Step C	Approved	2012	AV-3015-11	\$ 50,470			\$ 50,470
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ 50,470	\$ -	\$ -	\$ 50,470
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013	2014	2015	
					Budget		Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	65,772	-	-			
2	* Benefits	(From sect. 7)	6,380	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	2,600	-	-			
4								
5								
6								
7								
Subtotal				74,752	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	6,800	-	-		-	
2							-	
3							-	
Subtotal				6,800	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				81,552	-	-	-	
COMPLEMENTS & FTE's								
			2012	2013	2014	Total		
# of positions requested			(From sect. 7)	2.00	-	-	2.00	
FTE's			(From sect. 7)	1.38	-	-	1.38	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	1.38	-	-	1.38	

Canadian National Bantam Boys Deputation

RE: Deputation from Dirk Drieberg, President of Vaughan Baseball and Softball Association, F&A Committee Report 1-C10

Background/Justification

In response to the communications received from Mr. Dirk Drieberg Council requested additional background information regarding the funding assistance provided to City of Vaughan Baseball Association (CVBA) to host National Championship games at City of Vaughan premium sports fields. The funding assistance was to offset the expenses associated with Communication & Marketing, Security and Site Services, Transportation, Temporary fencing while hosting the games. Staff are considering the feasibility of a policy to address the City of Vaughan groups looking for funding assistance for tournaments in the City. Staff is also aware that such a policy will depend on a sustainable funding source, which currently is taxation.

In 2008 the City of Vaughan approved funds to the CVBA for the boys' Peewee tournament for the amount of 35K. The association submitted an invoice and was paid 35K.

In 2009 Council approved a three year plan to provide assistance to the CVBA for 35K annually plus 3% escalation in years 2010 and 2011. Invoices were submitted for each of these three years from CVBA. Staff reviewed the backup documentation and CVBA received the following payments: 2009- \$35, 000, 2010- \$35,000, 2011- \$34,927.17

In 2011 council approved a one time funding commitment of \$28,600 to CVBA for the girls Jamboree Championships tournament. The invoice was submitted and staff is in the process of reviewing the backup documentation. Upon the completion the review of the material staff will remit payment.

In addition to funding assistance for their direct expenses as approved by council, CVBA was also provided service-in-kind in accordance to current policies: 2008-\$1,346.40, 2009-\$1,176.40, 2010-\$1211.20, 2011-\$6,571. In 2011 the Service in kind was for two tournaments.

CVBA acknowledged the funding assistance by promoting the City of Vaughan in all their advertising and communications. The COV was on their posters displayed throughout the GTA, City of Vaughan was also mentioned as a National Tournament site on their webpage, and was highlighted in the event program guide which also included greetings from the Mayor.

Respectfully submitted



Marlon Kallideen
Commissioner of Community Services

CITY OF VAUGHAN BASEBALL & SOFTBALL ASSOCIATION
2012/2013 CANADIAN NATIONAL BANTAM BOYS CHAMPIONSHIPS
Re: 2012 BUDGET DEPUTATION – JANUARY 16, 2012

- 1) Request for \$25K funding assistance for 2012 and \$20K for 2013 for the Vaughan Baseball Association be included in the final 2012 and 2013 Operating Budgets for the 2012 and 2013 Canadian National Bantam Boys Championships respectively.
- 2) Funding request from the City of Vaughan is a decrease of \$10K in 2012 and \$15K in 2013 from that received in 2011 in recognition of working toward the concept of sustainability and self-sufficiency.
- 3) Trillium Grant of \$15k that was available to assist in hosting the event in 2011 is no longer applicable and is a further amount that needs to be made up by the Host organization through fundraising and sponsorship activities.
- 4) Funding of National events is consistent and supports the enhancement of the image and reputation of the City of Vaughan as a viable location to host national events and brings in economic development dollars to the City.
- 5) Funding request to be in accordance with a new Funding Policy for National Events in the City of Vaughan which was requested from Staff in 2011 and, to the best of my knowledge, was in the process of being drafted.

**CITY OF VAUGHAN BASEBALL SOFTBALL ASSOCIATION
2012 CANADIAN BANTAM NATIONALS
DRAFT BUDGET**

Income

Sponsorship	\$ 15,000.00
City of Vaughan	\$ 25,000.00
Snack Bar	\$ 1,500.00
Programs	\$ 2,500.00
Merchandise	\$ 7,500.00
Tickets	\$ 20,000.00
Accommodation Reimbursement	\$ 40,000.00
Total	<u>\$ 111,500.00</u>

Expenses

Accommodations	\$ 59,000.00
Advertising/Marketing	\$ 10,000.00
Host Fees	\$ 3,000.00
Umpires	\$ 3,800.00
First Aid	\$ 2,000.00
Merchandise	\$ 5,000.00
Programs	\$ 2,200.00
Security	\$ 2,000.00
Sound System/Tents	\$ 6,500.00
Transportation	\$ 15,000.00
Parking/Mileage	\$ 2,000.00
Misc.	\$ 1,000.00
Total	<u>\$ 111,500.00</u>