

2007 DRAFT OPERATING BUDGET – ADDITIONAL RESOURCE REQUESTS**Recommendation**

The City Manager in consultation with the Commissioner of Finance & Corporate Services, the Senior Management Team and the Acting Director of Budgeting & Financial Planning recommends:

That the following report be received for information purposes and additional resource requests be approved.

Economic Impact

The impact of the additional resource requests is \$1,907,748 or a 1.88% impact on taxes. The initial list of requests has been substantially reduced through the City Manager / Senior Management Team review. Incorporating the impact of these resource requests with the increase based on the budget guidelines totals 5.5%. The request from the Library Board of .6% takes the total increase to 6.1% or approximately \$61.00 per year for the average home in the City of Vaughan. Input from the public budget forums is being consolidated and will be reported at a subsequent meeting.

Communications Plan

N/A

Purpose

To address Budget Committee's recommendation that staff implement an ongoing process concurrent with the budget process in order to provide Members of Council with the justification respecting Additional Resource Requests.

Background – Analysis and Options

The 2007 Operating Budget Guidelines were complimented by a process that allowed departments to formally submit requests for essential resources not permitted by the established Operating Budget Guidelines. These requests would be reviewed by the Senior Management and the City Manager. Requests endorsed by the City Manager in consultation with the Senior Management Team would be recommended to the Budget Committee. Council approval is specifically required when, new staff resources are requested, there is a change in service levels or new initiatives are brought forward. All additional resource requests are summarized by request type and provided as Attachment 1. These requests are not included in the Draft 2007 Base Operating Budget.

At the February 20th, 2007 Budget Committee it was recommended that staff implement an ongoing process concurrent with the budget process in order to provide Members of Council with the justification respecting Additional Resource Requests.

To complement the process additional resource request submissions are summarized by Commissioner and grouped in the following subcategories:

- New Initiatives/Enhanced Services
- Regulatory Requirements
- Maintaining Service Level

The above mentioned summary and all additional resource request submissions and supporting information (e.g. forms, business cases, justification memos, etc) are provided as Attachment 2.

Relationship to Vaughan Vision 2007

The Operating Budget process allocates the resources to undertake the priorities set by Council in Vaughan Vision 2007.

Regional Implications

N/A

Conclusion

The purpose of this report is to provide the Budget Committee with the recommended Additional Resource Requests along with the supporting justification for consideration and approval.

Attachments

Attachment 1 – Additional Resource Request Summary by Request Type

Attachment 2 – Additional Resource Request Summary and Supporting Detail by Commissioner

Report prepared by:

Clayton D. Harris, CA, ext. 8475
Commissioner of Finance & Corporate Services

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

Respectfully submitted,

Michael DeAngelis, City Manager



CITY OF VAUGHAN

2007 DRAFT

OPERATING BUDGET

ADDITIONAL RESOURCE REQUESTS
SUMMARY BY REQUEST TYPE

Budget Committee

April 17, 2007

**City of Vaughan
2007 Operating Budget
Additional Resource Requests Summary by Request Type**

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**City of Vaughan
2007 Operating Budget
Additional Resource Requests Summary**

	Annual Budget Impact	% tax increase
Maintain Service Level Requests	\$770,784	0.76%
Regulatory Requests	\$580,266	0.57%
New Initiatives/Enhanced Service Level Requests	\$556,698	0.55%
Total Recommended Additional Resource Requests	\$1,907,748	1.88%

**City of Vaughan
2007 Operating Budget**

Maintain Service Level Requests Summary

Department	Ref #	Description	Labour & Benefit Costs	Offsets Reduct	Other	Annual Budget Impact	Value-Added	Relationship to Vaughan Vision 2007
Clerks	C1	Administrative Assistant (Mayor's Office)	63,365	(37,030)		26,335	To assist the Mayor in performing administrative responsibilities	Enhance Productivity & Cost Effectiveness
Records Management	C2	Increase offsite records storage			21,830	21,830	To provide a secure environment for inactive records	Enhance Productivity & Cost Effectiveness
Enforcement Services	C3	Parking licensing system. (i.e. Machine Replacement)			5,000	5,000	Replaces obsolete machines, process tickets quicker, and will better support the offences	Pursue Excellence in the Delivery of Core Services Enhance Productivity & Cost Effectiveness Enhance Technology & Pursue Innovation
Human Resources	C4	Collective agreements and grievance negotiation funding			25,000	25,000	Effectively deal with grievance and labour negotiations	Ensure Short-Term & Long-Term Financial Stability Attract, Retain & Promote Skilled Staff
Fleet Management	D1	Fleet Clerk	25,810	(11,245)		14,565	Maintains administrative service level in fleet	Pursue Excellence in the Delivery of Core Services Enhance Productivity & Cost Effectiveness
Parks Operations	D2	Park Attendant	45,350			45,350	To service additional hectares of parks and maintain standards	Pursue Excellence in the Delivery of Core Services Enhance Productivity & Cost Effectiveness
Parks Operations	D3	Arborist I	61,432			61,432	To meet the demands of the increasing tree canopy	Pursue Excellence in the Delivery of Core Services Enhance Productivity & Cost Effectiveness
Parks Operations	D4	Temporary Park Labourers- turf crews	20,872			20,872	To service additional hectares of parks and maintain standards	Pursue Excellence in the Delivery of Core Services Enhance Productivity & Cost Effectiveness
Development Planning	E1	GIS system upgrades to maintain productivity			3,800	3,800	Maintains mapping information and spatial database required for City's Office Plan etc.	Pursue Excellence in the Delivery of Core Services Plan, Maintain and Manage Growth Development Infrastructure Encourage Staff Learning & Growth

**City of Vaughan
2007 Operating Budget**

Maintain Service Level Requests Summary

Department	Ref #	Description	Labour & Benefit Costs	Offsets Reduct	Other	Annual Budget Impact	Value-Added	Relationship to Vaughan Vision 2007
Development Planning	E2	GIS Technician	61,435		7,000	68,435	To keep the GIS system current for auto mapping network, municipal addresses and converting information to digital formats	Pursue Excellence in the Delivery of Core Services Plan & Manage Growth Development Enhance Productivity & cost effectiveness Enhance Technology & Pursue Innovation
Development Planning	E3	Urban Designer	74,890		4,500	79,390	Maintains the quality of urban design and built form	Pursue Excellence in the Delivery of Core Services Plan & Manage Growth Development Enhance Productivity & cost effectiveness
Building Standards	E4	Plan Examiner I (Architectural)	78,227	(89,413)		(11,186)	To reduce service delivery interruption and maintain service delivery timelines	Pursue Excellence in the Delivery of Core Services
Economic & Business Development	F1	Tourism Coordinator- Contract base	47,567	(52,412)	4,845	0	Assists in development of tourism related programs	Promote Economic Development
	F2	City international partnerships & business development efforts (Council approved item on Feb 26, 07)			40,000	40,000	Maintains international presence within selected markets & access opportunities in new markets	Promote Economic Development
Development & Transport Engineering	G1	Manager-Development Inspection & Grading	92,775		4,035	96,810	Guidance to current staff in order to implement new initiatives to better process grading approvals and subdivision administration	Pursue Excellence in the Delivery of Core Services; Plan & Manage Growth Attract, Retain & Promote Skilled Staff Build Positive Staff Morale Enhance Productivity & Cost Effectiveness
Development & Transport Engineering	G2	Storm Drainage Engineer	92,775	(96,810)	4,035	0	Provides expertise in storm water management and drainage issues, liaise with Ministries	Pursue Excellence in the Delivery of Core Services Safeguard Our Environment Plan & Manage Growth
Construction Engineer Serv.	G3	AutoCAD software upgrade & maintenance subscription fee			32,790	32,790	To facilitate the drafting and detailed design of engineering projects etc.	Manage Our Resources-Ritalize Infrastructure where the tool will be used in the complete lifecycle of Engineering project

**City of Vaughan
2007 Operating Budget**

Maintain Service Level Requests Summary

Department	Ref #	Description	Labour & Benefit Costs	Offsets Reduct	Other	Annual Budget Impact	Value Added	Relationship to Vaughan Vision 2007
Construction Engineer Serv.	G4	Traffic Analyst	68,750		5,195	73,945	Perform traffic studies and respond to Council, resident and outside agency requests	Pursue Excellence in the Delivery of Core Services
Public Works	G5	Roads Division - Equipment Operator II	56,779			56,779	To meet the needs of the community and provide adequate maintenance service to the road platform	Pursue Excellence in the Delivery of Core Services
							Promote Commty Safety Health & Wellness Enhance Productivity & Cost Effectiveness Plan & Manage Growth Build Positive Staff Morale Safeguard our Environment	
Public Works	G6	Roads Division- Equipment Operator I	109,637			109,637	To meet the needs of the community and provide adequate maintenance service to the road platform	Pursue Excellence in the Delivery of Core Services Promote Commty Safety Health & Wellness Enhance Productivity & Cost Effectiveness Plan & Manage Growth Build Positive Staff Morale Safeguard our Environment

**TOTAL MAINTAIN SERVICE LEVEL REQUESTS
REQUIRE COUNCIL APPROVAL**

\$899,664	(286,910)	158,030	\$770,784
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Complement value associated with Maintain Service Level Requests

\$642,363

*Further information is provided in the maintain service level requests associated new complement detail sheet.

City of Vaughan
2007 Operating Budget
Maintain Service Level Requests
Associated New Complement Detail

Department	Position Description	Relates to New Initi	Status	Full Comp.	2007 FTE	Grade / Level	Rate / Level	OT Pay Y / N	2007 Salary	2007 Benefits	2007 Other	Offsetting Reductions	Annual Budget Impact	
Clerks	Administrative Assistant (Mayor's Office)	N	FT	1.0	1.0	4	1	N	\$50,490	\$12,875	\$0	(\$37,030)	\$26,335	(1)
Fleet Management	Fleet Clerk	N	PT	0.7	0.7	A	Start	Y	\$22,740	\$3,070	\$0	(\$11,245)	\$14,565	(2)
Parks Operations	Park Attendant	N	FT	1.0	1.0	C	100%	Y	\$36,135	\$9,215	\$0	\$0	\$45,350	
	Arborist I	N	FT	1.0	1.0	F	90%	Y	\$48,950	\$12,482	\$0	\$0	\$61,432	
	Temporary Park Labourers- turf crews	N	PT	n/a	0.5	A	90%	N	\$18,390	\$2,482	\$0	\$0	\$20,872	
Development Planning	GIS Technician	N	FT	1.0	1.0	G	Start	N	\$48,950	\$12,485	\$7,000	\$0	\$68,435	
	Urban Designer	N	FT	1.0	1.0	K	Start	N	\$59,670	\$15,220	\$4,500	\$0	\$79,390	
Building Standards	Plan Examiner I (Architectural)	N	FT	1.0	-0.4	J	Start	Y	\$62,332	\$15,895	\$0	(\$89,413)	(\$11,186)	(3)
Economic & Business Development	Tourism Coordinator- Contract base	N	PT/cont	1.0	1.0	D	Start	Y	\$37,900	\$9,667	\$4,845	(\$52,412)	(\$0)	(4)
Development & Transport Engineering	Manager-Development Inspection & Grading	N	FT	1.0	1.0	8	1	N	\$73,925	\$18,850	\$4,035	\$0	\$96,810	
	Storm Drainage Engineer	N	FT	1.0	1.0	8	1	N	\$73,925	\$18,850	\$4,035	(\$96,810)	\$0	(5)
Construction Engineer	Traffic Analyst	N	FT	1.0	1.0	I	Start	Y	\$54,780	\$13,970	\$5,195	\$0	\$73,945	
Public Works	Roads Division - Equipment Operator II	N	FT	1.0	1.0	D	Start	Y	\$45,240	\$11,539	\$0	\$0	\$56,779	
	Roads Division- Equipment Operator I	N	FT	2.0	2.0	C	Start	Y	\$87,360	\$22,277	\$0	\$0	\$109,637	
TOTAL NEW COMPLEMENTS REQUESTS REQUIRE COUNCIL APPROVAL				13.7	12.8	-	-	-	\$720,787	\$178,876	\$29,610	(\$286,910)	\$642,363	

Notes:

- (1) This position is offset by part-time salaries & benefits.
- (2) The increase from Part Time to Full Time will be offset by the permanent part-time salaries & benefits (\$11,245). Furthermore, the entire cost is funded through the Fleet Reserve.
- (3) This position is fully offset by the conversion of two part-time salary costs & benefits.
- (4) The contract full-time position will be funded by Vaughan Bash and advertising proceeds, as part of the Tourism strategy.
- (5) This position is fully funded from the Engineering Development Reserve.

**City of Vaughan
2007 Operating Budget**

Regulatory Requests Summary

Department	Reference#	Description	Labour/ Benefit Costs	Offsets Reductions	Other	Annual Budget Impact	Value-Added	Relationship to Vaughan Vision 2007
Reserves & Investments	B1	Senior Analyst, Capital Assets and Reserves	88,376	13,000		101,376	Required to develop, implement and maintain a city-wide fixed asset policy and reporting system in order to comply with PSAB requirements	Manage Our Resources-Ensure short-term & long-term financial stability
Construction Engineering Services	G7	Infrastructure Analyst	68,750	(39,860)		28,890	Undertaking advanced strategic analysis to determine proactive repair and replacement of infrastructure. Will assist with Bill 175 and PSAB requirements	Manage Our Resources-Revitalize Infrastructure
Public Works	G8	Underground streetlight power supply locates			450,000	450,000	To comply with Ontario Occupational Health & Safety Act by providing locates of its underground streetlight power cables supplies thereby reducing the chance of injury	Pursue Excellence in the Delivery of Core Services; Promote Community Safety, Health & Wellness
TOTAL REGULATORY REQUESTS REQUIRING COUNCIL APPROVAL			\$157,126	(\$26,860)	\$450,000	\$580,266		

Complement value associated with Regulatory Requests

\$130,265

*Further information is provided in the regulatory requests associated new complement detail sheet.

City of Vaughan
2007 Operating Budget
Regulatory Requests
Associated New Complement Detail

Department	Position Description	Relates to New Initi	Status	Full Comp.	2007 FTE	Grade / Level	Rate / Level	OT Pay Y / N	2007 Salary	2007 Benefits	2007 Other	Offsetting Reductions	Annual Budget Impact
Reserves and Investments	Senior Analyst, Capital Assets and Reserves	N	FT	1.0	1.0	7	2	N	\$70,400	\$17,976	\$13,000	\$0	\$101,376
Construction Engineering Serv.	Infrastructure Analyst	N	FT	1.0	1.0	I	Start	N	\$54,780	\$13,970	\$0	(\$39,860)	\$28,890 (1)
TOTAL NEW COMPLEMENTS ASSOCIATED WITH REGULATORY REQUESTS REQUIRE COUNCIL APPROVAL				2.0	2.0	-	-	-	\$125,180	\$31,945	\$13,000	(\$39,860)	\$130,265

Notes: _____

(1) The position is offset by part-time salaries & benefits.

**City of Vaughan
2007 Operating Budget**

New Initiatives/Enhanced Service Level Requests Summary

Department	Ref #	Description	Labour/ Benefit Costs	Offsets Reduct	Other	Annual Budget Impact	Value-Added	Relationship to Vaughan Vision 2007
Strategic Planning	A1	Strategic Planning Publication			20,000	20,000	Provides a reference document to guide the City in the delivery of services and inform external stakeholders	Run Our City-Communicate Effectively
	A2	Strategic Planning Citizen Survey as part of the VV 2007 Review (Council approved on Feb 12, 07)			30,000	30,000	Promotes involvement from citizen in Vaughan Vision 2007 Review	Run Our City-Communicate Effectively
Corporate	A3	Department Re-organization-General Contingency			250,000	250,000	To improve efficiency and service delivery	Pursue Excellence in the Delivery of Core Services
Licensing	C5	Blackberry unit and airtime charges for licensing enforcement		580		580	Access to real-time information on licences status will improve efficiency	Service Delivery Excellence-Improve community safety through design, enforcement & education
Enforcement Services	C6	Real-time data extraction- Blackberries & Time for Field Workers		16,600		16,600	Improves efficiencies by approx. 1-2 hrs per day per field workers which improves customer service delivery through faster service	Pursue Excellence in the Delivery of Core Services Enhance Technology & Pursue Innovation Enhance Productivity & Cost Effectiveness
Enforcement Services	C7	First Attendance Adjudicator	61,400			61,400	Increases customer service as it diverts potential parking tickets away from the courts	Pursue Excellence in the Delivery of Core Services Expanded Revenues Enhance Productivity
Human Resources	C8	Introduction of a corporate Training & Development Program through Schulich Executive Education Centre.		40,000		40,000	Builds management skills which will improve operational performance	Built Positive Staff Morale; Attract, Retain & Promote Skilled Staff; Encourage Staff Learning & Growth
City Clerk-Records Mgmt.	C9	Records Management Software/EDMS Support Analyst	64,120	2,900		67,020	Improves records management program and reduce costs associated with mismanaged records	Pursue Excellence in the Delivery of Core Services Enhance Productivity & Cost Effectiveness
Cultural Services	D5	Part-time Cultural Heritage Coordinator (Maple Heritage Conservation District)	33,800		5,600	39,300	Assists in the implementation of the Maple Heritage Conservation District	Safeguard Our Environment

**City of Vaughan
2007 Operating Budget**

New Initiatives/Enhanced Service Level Requests Summary

Department	Ref #	Description	Labour/ Benefit Costs	Offsets Reduct	Other	Annual Budget Impact	Value-Added	Relationship to Vaughan Vision 2007
Parks Operations	D6	Real-time data extraction-Blackberries & Time for forestry field workers			31,798	31,798	Improves field work order efficiency by approx. 7 minutes per order which improves customer service delivery through faster service	Pursue Excellence in the Delivery of Core Services Enhance Productivity& Cost Effectiveness Enhance Technology & Pursue Innovation
Corporate Communications	F3	Annual Success Report (Annual success report initiative costs will be absorbed within the department's budget)		0		0	Better communicates and informs external stakeholders of City's initiatives and successes	Run Our City-Communicate Effectively Enhance Technology & Pursue Innovation
			\$159,320	\$0	\$397,378	\$556,698		

**TOTAL NEW INITIATIVES/SERVICE LEVEL ADJUSTMENTS REQUESTS REQUIRING COUNCIL
APPROVAL**

\$556,698

Complement value associated with New Initiatives/Enhanced Service Level Requests

\$167,720

*Further information is provided in the new initiative/enhanced service level associated new complement detail sheet.

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City of Vaughan
2007 Operating Budget
New Initiatives/Enhanced Service Level Requests
Associated New Complement Detail

Department	Position Description	Relates to New Initi	Status	Full Comp.	2007 FTE	Grade / Level	Rate / Level	OT Pay Y / N	2007 Salary	2007 Benefits	2007 Other	Offsetting Reductions	Annual Budget Impact
Enforcement Services	First Attendance Adjudicator	Y	FT	1.0	1.0	G	Start	Y	\$48,900	\$12,500	\$0	\$0	\$61,400
City Clerk	Records Mgmt. Software /EDMS Support Analyst	Y	FT	1.0	1.0	H	Start	N	\$51,090	\$13,030	\$2,900	\$0	\$67,020
Cultural Services	Cultural Heritage Co-ordinator	Y	PT	0.7	0.7	7	Start	N	\$29,780	\$4,020	\$5,500	\$0	\$39,300
TOTAL NEW COMPLEMENTS ASSOCIATED WITH NEW INITIATIVES				2.7	2.7	-	-	-	\$129,770	\$29,550	\$8,400	\$0	\$167,720
REQUIRE COUNCIL APPROVAL													



CITY OF VAUGHAN

2007 DRAFT OPERATING BUDGET

***ADDITIONAL RESOURCE REQUESTS SUMMARY
& SUPPORTING DETAIL BY COMMISSIONER***

Budget Committee

April 17, 2007

**City of Vaughan
2007 Operating Budget
Additional Resource Requests**

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**City of Vaughan
2007 Operating Budget
Additional Resource Requests Summary By Commissioner**

	City Manager's Office	Commissioner of Finance & Corp. Services	Commissioner of Legal & Admin. Services	Commissioner of Community Services	Commissioner of Planning	Commissioner of ETD & Communications	Commissioner of Engineering & Public Works	Total
Maintain Service Level Requests	-	-	78,165	142,219	140,439	40,000	369,961	770,784
Regulatory Requests	-	101,376	-	-	-	-	478,890	580,266
New Initiatives/ Enhanced Service Level Requests	300,000	-	185,600	71,098		-	-	556,698
Total Recommended Additional Resource Requests	\$300,000	\$101,376	\$263,765	\$213,317	\$140,439	\$40,000	\$848,851	\$1,907,748
Reference	A	B	C	D	E	F	G	

*** Pre-approved additional resource requests**

<u>Department</u>	<u>Amount</u>	<u>Description</u>
Strategic Planning	30,000	Strategic Planning Citizen Survey as part of the VV 2007 Review (Council approved on Feb 12, 07)
Economic Business Development	40,000	City international partnerships & business development efforts (Council approved on Feb 26, 07)
	<u>\$70,000</u>	

**City of Vaughan
2007 Operating Budget
Additional Resource Requests Summary By Commissioner**

City Manager's Office		Total
Maintain Service Level Requests	-	-
Regulatory Requests	-	-
New Initiatives/ Enhanced Service Level Requests	300,000	300,000
Total Recommended Additional Resource Requests	<u>\$300,000</u>	<u>\$300,000</u>

Note: Council approved Strategic Planning Citizen Survey as part of the VV2007 Review for \$30,000 on Feb 12, 2007

**City of Vaughan
2007 Operating Budget**

New Initiatives/Enhanced Service Level Requests Summary

City Manager's Office

Department	Ref#	Description	Annual Budget Impact	Value-Added	Relationship to Vaughan Vision 2007
Strategic Planning	A1	Strategic Planning Publication	\$20,000	Provides a reference document to guide the City in the delivery of services and inform	Run Our City-Communicate Effectively
Strategic Planning	A2	Strategic Planning Citizen Survey as part of the VV 2007 Review (Council approved on Feb 12, 07)	\$30,000	Promotes involvement from citizen in Vaughan Vision 2007 review	Run Our City-Communicate Effectively
Corporate	A3	Department Re-organization-General Contingency	\$250,000	To improve efficiency and service delivery	Pursue Excellence in the Delivery of Core
TOTAL NEW INITIATIVES/ENHANCED SERVICE LEVEL REQUESTS REQUIRING COUNCIL APPROVAL			\$300,000		



Appendix VII - Schedule V

New Initiatives/Service Level Adjustments Business Case

1) The Opportunity, Initiative or Option

Briefly outline the opportunity, initiative or option and describe why it is required. (E.g. service adjustment, service added, new initiatives etc.)

Strategic Plan Published Document

The initiative is to publish a strategic plan document which will incorporate the revised Vaughan Vision 2007 including the City's vision, values, principles, strategic goals, strategic objectives, and key strategic initiatives all in one document.

2) Link to the Vaughan Vision

Detail how the opportunity, initiative or option links with the Vaughan Vision Objectives. (2007 Vaughan Vision Map is included in Business Planning Instructions for reference purposes)

This opportunity is linked to the Vaughan Vision in that the formal document which will produced will showcase the revised Vaughan Vision 2007.

3) Stakeholder Impact

Detail if internal and external stakeholders are impacted by the opportunity, new initiative or option.

Council and Senior Management have scheduled a strategic planning workshop in March 2007 which will be an opportunity to discuss revising the Vaughan Vision 2007. In support of this process extensive consultation with City staff and external community stakeholders will be implemented which will ensure that a wide diversity of stakeholders are involved in developing the revised Vaughan Vision. The culmination of this process will be the formal publishing of a City of Vaughan strategic planning document which act as a resource and reference for Council, senior management, City staff and external stakeholders.

BUSINESS UNIT NUMBER:020030

BUSINESS UNIT NAME:Strategic Planning



Appendix VII-Schedule V

New Initiatives/Service Level Adjustments Business Case

4) Economic Impact: Cost/Benefit Analysis

Detail the financial & non-financial costs and benefits for the new initiative, opportunity or option.

Costs:

(\$ dollars)

2007 operating costs to implement

-printing costs approx. \$7,000 for 10,000 copies based on a quote for the Economic Development Annual report

- designer costs approx. \$11,000

-photographer costs approx. 2,000

Total **\$20,000**

2008 Full year impact

N/A

Other: Detail additional future cost requirements and any non-financial costs

Benefits: Specifically outline the benefits e.g. Cost savings, revenues, value-added services, improved service, efficiencies, other.

The benefits of producing a consolidated City of Vaughan strategic planning document will be to ensure the existence of a reference document to guide Council, senior management and staff in the delivery of City services as well as to inform external stakeholders as to the City's strategic vision, goals, objectives and key initiatives.

Conclude as to why it is beneficial to act on the new initiative, opportunity or option

Along with the aforementioned benefits producing a strategic plan document will ensure the City of Vaughan is positioned as a leading municipality in the strategic planning field as surrounding municipalities in the Greater Toronto Area (GTA) have also produced a strategic plan document.

BUSINESS UNIT NUMBER:020030

BUSINESS UNIT NAME:Strategic Planning



ADDITIONAL INFORMATION
ITEM NO. **3**

Report No. **1** Council **29/1/07**

Strategic Planning Committee

January 26, 2007

To: Mayor and Members of Council

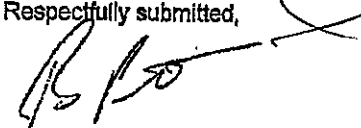
From: Thomas Plant
Senior Manager Of Strategic Planning

RE: ADDITIONAL INFORMATION
Strategic Planning Committee of January 23, 2007.

At the Strategic Planning Committee meeting on Tuesday January 23rd there was a request for staff to obtain cost information on completing a citizen survey as part of the Vaughan Vision 2007 review.

I received some estimates for the Strategic Planning survey cost as directed by the committee and it will cost approximately \$30,000 to complete the survey.

Respectfully submitted,



Thomas Plant
Senior Manager Of Strategic Planning

memorandum



Appendix VII- Schedule V

New Initiatives/Service Level Adjustments Business Case

5) Consequences for not Carrying Out the Initiative, Opportunity or Option

Briefly illustrate the impacts for not carrying out the initiative, opportunity or option.

If a formalized strategic planning document is not implemented the result will be confusion and lack of clarification amongst internal and external stakeholders as to what is the City corporation's strategic plan due to an inability to reference a strategic planning document. This situation currently exists as no formal strategic planning document was published in the past. As well not having a strategic planning document to provide to interested individuals or groups diminishes the image of the municipality since other surrounding Greater Toronto Area (GTA) municipalities have all published a strategic plan document.

6) Performance Success Measures

Detail performance measures which will evaluate the success or failure of the opportunity, initiative or option in meeting Vaughan Vision Objective (Measure does not have to be in numerator/ denominator form).

A measure of success is the successful completion of the Vaughan Vision 2007 revision. The strategic planning document is the deliverable associated with this process.

7) Timelines (Implementation & Full Rollout)

Detail the time lines associated with the opportunity, initiative or option. Ensure it includes all stages including implementation and full rollout.

The revision of the Vaughan Vision 2007 is expected to be completed in the fall of 2007. Thus, printing and circulation of a strategic planning document is planned for December 2007.

BUSINESS UNIT NUMBER:020030

BUSINESS UNIT NAME:Strategic Planning



Appendix VII- Schedule V

New Initiatives/Service Level Adjustments Business Case

1) The Opportunity, Initiative or Option

Briefly outline the opportunity, initiative or option and describe why it is required. (E.g. service adjustment, service added, new initiatives etc.)

Funding for general department reorganizations is requested to help the City and selected departments better service residents and stakeholders through streamlining services and realigning resources in order to become more effective and efficient in achieving our operational and organizational goals.

2) Link to the Vaughan Vision

Detail how the opportunity, initiative or option links with the Vaughan Vision Objectives. (2007 Vaughan Vision Map is included in Business Planning Instructions for reference purposes)

The above initiative would be linked to following strategic objectives

- Serve our Citizens
- Manage our Resources
- Develop our Staff
- Run our City

3) Stakeholder Impact

Detail if internal and external stakeholders are impacted by the opportunity, new initiative or option.

- Citizens
- Departments & Staff
- Potentially External stakeholders

BUSINESS UNIT NUMBER: 020001

BUSINESS UNIT NAME: City Manager's Office



Appendix VII-Schedule V

New Initiatives/Service Level Adjustments Business Case

4) Economic Impact/Cost/Benefit Analysis

Detail the financial & non-financial costs and benefits for the new initiative, opportunity or option.

Costs:	(\$ dollars)
2007 operating costs to implement	\$250,000

Note – Although funding is requested through the City Manager's Office funds will be allocated to corporate or general contingency accounts until requirements are determined.

2008 Full year Impact:

Associated Capital costs: None

Benefits: Specifically outline the benefits e.g. Cost savings, revenues, value-added services, improved service, efficiencies, other.

Benefits could span many areas such as:

- Overall Improved efficiency and effectiveness
- Streamlined processes
- Improved customer service
- Improved staff moral resulting from better realignment of staff and responsibilities
- Allocation of resources to strategic priorities
- Consolidation and duplication avoidance
- Potential savings

Conclude as to why it is beneficial to act on the new initiative, opportunity or option

Examining department processes to streamline and realign wherever possible. This effort is especially critical as we move toward achieving Vaughan's new vision in 2007. However, efficiency is not the only goal. Reorganization will also focus on providing the necessary structure to continue our dedication to service excellence and becoming a model community in which to live, invest, work and play.

BUSINESS UNIT NUMBER: 020001

BUSINESS UNIT NAME: City Manager's Office



Appendix VII- Schedule V

New Initiatives/Service Level Adjustments Business Case

5) Consequences for not Carrying Out the Initiative, Opportunity or Option

Briefly illustrate the impacts for not carrying out the initiative, opportunity or option.

Missed opportunity to realign resources in effort to improve service excellence

6) Performance Success Measures

Detail performance measures which will evaluate the success or failure of the opportunity, initiative or option in meeting Vaughan Vision Objective (Measure does not have to be in numerator/ denominator form).

To be determine once area selected for reorganization are determined

7) Timelines (Implementation & Full Rollout)

Detail the time lines associated with the opportunity, initiative or option. Ensure it includes all stages including implementation and full rollout.

To be determine once area selected for reorganization are determined

BUSINESS UNIT NUMBER: 020001

BUSINESS UNIT NAME: City Manager's Office

**City of Vaughan
2007 Operating Budget
Additional Resource Requests Summary By Commissioner**

Commissioner of Finance & Corporate Services	Total	
Maintain Service Level Requests	-	-
Regulatory Requests	101,376	101,376
New Initiatives/ Enhanced Service Level Requests	-	-
Total Recommended Additional Resource Requests	\$101,376	\$101,376

**City of Vaughan
2007 Operating Budget**

Regulatory Requests Summary

Commissioner of Finance & Corporate Services

Department	Ref#	Description	Annual Budget Impact	Value-Added	Relationship to Vaughan Vision 2007
Reserves & Investments	B1	Senior Analyst, Capital Assets and Reserves	\$101,376	Required to develop, implement and maintain a city-wide fixed asset policy and reporting system in order to comply with PSAB requirements	Manage Our Resources-Ensure short-term & long-term financial stability
TOTAL REGULATORY REQUESTS REQUIRING COUNCIL APPROVAL			\$101,376		
Complement value associated with Regulatory Requests			\$101,376		

*Further information is provided in the maintain service level requests associated new complement detail sheet.

**City of Vaughan
2007 Operating Budget
Regulatory Requests
Associated New Complement Detail**

Commissioner of Finance & Corporate Services

Department	Position Description	Relates to New		Full Comp.	2007 FTE	Grade / Level	Rate / Level	OT Pay Y / N	2007 Salary	2007 Benefits	2007 Other	Offsetting Reductions	Annual Budget Impact
		Initl	Status										
Reserves and Investments	Senior Analyst, Capital Assets and Reserves	N	FT	1.0	1.0	7	2	N	\$70,400	\$17,976	\$13,000	\$0	\$101,376
TOTAL NEW COMPLEMENTS ASSOCIATED WITH REGULATORY REQUESTS REQUIRE COUNCIL APPROVAL				1.0	1.0	-	-	-	\$70,400	\$17,976	\$13,000	\$0	\$101,376

**CITY OF VAUGHAN
2007 OPERATING BUDGET**

Appendix VII - Schedule T

**ALL NEW FULL TIME OR PART TIME CLERICAL
AND TECHNICAL COMPLEMENT REQUEST**

DO NOT INCLUDE IN THE BASE BUDGET DOLLAR SUBMISSION

Please check off if new complement relates to New Initiative/Service Level Adjustments Request ☐

POSITION TITLE: Senior Analyst, Capital Assets & Reserves

BASIC JOB DESCRIPTION: Develop, implement and maintain a city-wide fixed assets policy to ensure compliance with Public Sector Accounting Board (PSAB) application of PS3150 Tangible Capital Assets. Analyze and forecast future capital and reserve requirements based on renewal of existing and future assets, prepare and update multi-year capital plans and maintain the capital component of the long-range financial planning model. Maintain all reserves and trusts and analyze and perform investments to ensure maximum return on reserve balances.
A detailed justification memo is required for new complement request. See Additional Resource Requests-Schedule T in Operating Budget Instructions for the framework.

FINANCIAL DETAILS

	Check Applicable Box			2007 BUDGET IMPACT
ALL NEW FULLTIME OR PART TIME CLERICAL AND TECHNICAL FULL TIME EQUIVALENT	Full Time <input checked="" type="checkbox"/>	Clerical / Technical <input type="checkbox"/>	FTE	0.5
ESTIMATED SALARY GRADE AND STEP LEVEL	Grade <u>7</u>	Step <u>2</u>		
OVERTIME PAY APPLICABLE (CIRCLE EITHER YES OR NO)	<input checked="" type="checkbox"/> NO			
2007 BUDGETED SALARY (\$70,400 full year) ✓				\$35,200 ✓
BENEFITS @ 25.5% FOR FULL TIME AND 13.5% FOR PART TIME CLERICAL & TECHNICAL				\$9,000
COMPUTER EQUIPMENT (includes Telephone)				\$5,000
OFFICE EQUIPMENT AND FURNITURE				\$5,000
OTHER EXPENSES (Training, Membership Fees)				\$3,000
OFFSETTING EXPENDITURE REDUCTIONS (Part Time Salaries, Professional Fees, etc.)				
OFFSETTING PART TIME FTE REDUCTION			FTE	()
REVENUE IMPLICATIONS FROM NEW FTE				
TOTAL NET BUDGETED IMPACT FOR 2007				\$67,200

DEPARTMENT: Reserves & Investments

BUSINESS UNIT NUMBER 070118

COMMISSIONER APPROVAL: _____

B1



memorandum

Date: August 16, 2006

To: Clayton Harris, Commissioner of Finance & Corporate Services

From: Ferruccio Castellarin, Director Reserves & Investments

Re: 2007 Operating Budget – Senior Analyst, Capital Assets & Reserves
New Complement Request Justification

Included in the 2007 Operating Budget submission for the Reserves & Investments department is a new complement request for a Senior Analyst, Capital Assets & Reserves. This position is required to develop, implement and maintain a city-wide fixed assets policy and reporting system to ensure compliance with the recently approved Public Sector Accounting Board (PSAB) standards. In addition, ongoing analysis and recommendations with respect to the future capital and reserve requirements associated with the renewal of these assets and multi-year capital plans will also be required.

Background to Accounting Standards Changes

In June 2006, the Public Sector Accounting Board (PSAB) approved the application of PS3150 Tangible Capital Assets to local governments and introduced a new accounting guideline Tangible Capital Assets of Local Governments. Under this application, local governments will now be required to report the value of city-wide assets including opening and closing book values, annual and accumulated depreciation, additions, disposals and write-downs in their financial statements beginning January 1, 2009. In order to comply with this date, it is estimated that we will require at least two years to complete our asset inventories and valuations and develop and implement the required policy and processes.

This position is required to expand the co-ordination effort currently underway to inventory and value assets city-wide and develop, implement and maintain guidelines including appropriate capitalization thresholds, depreciation methods (based on asset life cycles), valuation methods to be used where historical costs are not known and derive the related accounting transactions and financial reporting processes. This will also require an analysis of our existing computer applications to identify opportunities to leverage existing systems for these processes or recommend solutions where gaps are identified.

As depreciation and replacement of these city-wide assets impacts future capital requirements, this position will also be responsible for updating and analyzing the multi-year capital plan, creating and analyzing individual and aggregate reserve continuity schedules and forecasts and updating the capital component of the long range financial planning model. Investments will also be analyzed and performed to maximize returns on available reserve balances.

Performance Measures

In the past ten years, the annual capital budget has increased from \$13.2 M to \$132.3 M (Table 1). After excluding the requirements for the new Civic Centre, the majority of the increase can be attributed to infrastructure repair and replacement (existing assets) and growth requirements (new assets). As both the existing and new assets age, the requirements to repair and replace them will continue to increase into the future.

Table 1: 10-Year Approved Capital Budget History (in \$ millions)

1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
13,226	21,308	30,194	52,066	59,260	66,513	66,200	57,783	74,591	132,324

As the annual capital budget has increased so have the number and values of reserves maintained, deferred revenues collected (development charges, subdivider contributions) and reserve contribution requirements. Between 1996 and 2005, reserves and deferred revenues have increased from \$46.3 M to \$298.1 M (Table 2). As capital asset requirements continue to increase so will the future reserve requirements.

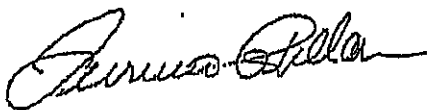
Table 2: 10-Year Reserves & Deferred Revenue History (in \$ millions)

1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
46.3	65.4	117.7	175.6	203.4	227.8	250.1	255.7	273.2	298.1

During this ten year period of increased capital budgets and reserves maintenance, the capital and reserves section of the Reserves and Investments department has had only two support staff - one capital finance accountant and one capital payment clerk. The development, implementation and maintenance of the required policies, procedures and reporting to ensure compliance with the new PSAB accounting standards and the associated capital and reserve forecasts and analyses cannot be accommodated within

these two positions due to their existing workloads. A new full-time complement is required.

Sincerely,



Ferruccio Castellarin
Director of Reserves & Investments

**City of Vaughan
2007 Operating Budget
Additional Resource Requests Summary By Commissioner**

Commissioner of Legal & Administrative Services	Total	
Maintain Service Level Requests	78,165	78,165
Regulatory Requests	-	-
New Initiatives/ Enhanced Service Level Requests	185,600	185,600
Total Recommended Additional Resource Requests	\$263,765	\$263,765

**City of Vaughan
2007 Operating Budget**

Maintain Service Level Requests Summary

Commissioner of Legal & Administrative Services

Department	Ref#	Description	Annual Budget Impact	Value-Added	Relationship to Vaughan Vision 2007
Clerks	C1	Administrative Assistant (Mayor's Office)	26,335	To assist the Mayor in performing administrative responsibilities	Enhance Productivity & Cost Effectiveness
Records Management	C2	Increase offsite records storage	21,830	To provide a secure environment for inactive records	Enhance Productivity & Cost Effectiveness
Enforcement Services	C3	Parking licensing system. (i.e. Machine Replacement)	5,000	Replaces obsolete machines; process tickets quicker, and will better support the offences	Pursue Excellence in the Delivery of Core Services Enhance Productivity & Cost Effectiveness Enhance Technology & Pursue Innovation
Human Resources	C4	Collective agreements and grievance negotiation funding	25,000	Effectively deal with grievance and labour negotiations	Ensure Short-Term & Long-Term Financial Stability Attract, Retain & Promote Skilled Staff

**TOTAL MAINTAIN SERVICE LEVEL REQUESTS REQUIRE
COUNCIL APPROVAL**

\$78,165

Complement value associated with Maintain Service Level Requests \$26,335

*Further information is provided in the maintain service level requests associated new complement detail sheet.

**City of Vaughan
2007 Operating Budget
Maintain Service Level Requests
Associated New Complement Detail**

Commissioner of Legal & Administrative Services

Department	Position Description	Relates to New Initl	Status	Full Comp.	2007 FTE	Grade / Level	Rate / Level	OT Pay Y / N	2007 Salary	2007 Benefits	2007 Other	Offsetting Reductions	Annual Budget Impact	
Clerks	Administrative Assistant (Mayor's Office)	N	FT/cont	1.0	1.0	4	1	N	\$50,490	\$12,875	\$0	(\$37,030)	\$26,335	(1)
TOTAL NEW COMPLEMENTS ASSOCIATED WITH MAINTAIN SERVICE LEVEL REQUESTS REQUIRE COUNCIL APPROVAL				1.0	1.0	-	-	-	\$50,490	\$12,875	\$0	(\$37,030)	\$26,335	

Notes:

(1) This position is offset by part-time salaries & benefits.

**City of Vaughan
2007 Operating Budget**

New Initiatives/Enhanced Service Level Requests Summary

Commissioner of Legal & Administrative Services

Department	Ref#	Description	Annual Budget Impact	Value-Added	Relationship to Vaughan Vision 2007
Licensing	C5	Blackberry unit and airtime charges for licensing enforcement	\$580	Access to real-time information on licences status will improve efficiency	Service Delivery Excellence-Improve community safety through design, enforcement & education
Enforcement Services	C6	Real-time data extraction- Blackberries & Time for Field Workers	\$16,600	Improves efficiencies by approx. 1-2 hrs per day per field workers which improves customer service delivery through faster service	Pursue Excellence in the Delivery of Core Services Enhance Technology & Pursue Innovation Enhance Productivity & Cost Effectiveness
	C7	First Attendance Adjudicator	\$61,400	Increases customer service as it diverts potential parking tickets away from the courts	Pursue Excellence in the Delivery of Core Services Expanded Revenues Enhance Productivity
Human Resources	C8	Introduction of a corporate Training & Development Program through Schulich Executive Education Centre.	\$40,000	Builds management skills which will improve operational performance	Built Positive Staff Morale; Attract, Retain & Promote Skilled Staff; Encourage Staff Learning & Growth
City Clerk-Records Mgmt.	C9	Records Management Software/EDMS Support Analyst	\$67,020	Improves records management program and reduce costs associated with mismanaged records	Pursue Excellence in the Delivery of Core Services Enhance Productivity & Cost Effectiveness
TOTAL NEW INITIATIVES/ENHANCED SERVICE LEVEL REQUESTS REQUIRING COUNCIL APPROVAL			\$185,600		

Complement value associated with New Initiatives/Enhanced Service Level Requests \$128,420

*Further information is provided in the new initiatives/enhanced service level requests associated new complement detail sheet.

**City of Vaughan
2007 Operating Budget
New Initiatives/Enhanced Service Level Requests
Associated New Complement Detail**

Commissioner of Legal & Administrative Services

Department	Position Description	Relates to New		Full	2007	Grade /	Rate /	OT Pay	2007	2007	2007	Offsetting	Annual
		Initl	Status	Comp.	FTE	Level	Level	Y / N	Salary	Benefits	Other	Reductions	Budget Impact
Enforcement Services	First Attendance Adjudicator	Y	FT	1.0	1.0	G	Start	Y	\$48,900	\$12,500	\$0	\$0	\$61,400
City Clerk	Records Mgmt. Software /EDMS Support Analyst	Y	FT	1.0	1.0	H	Start	N	\$51,090	\$13,030	\$2,900	\$0	\$67,020
TOTAL NEW COMPLEMENTS ASSOCIATED WITH NEW INITIATIVES REQUIRE COUNCIL APPROVAL				2.0	2.0	-	-	-	\$99,990	\$25,530	\$2,900	\$0	\$128,420

**CITY OF VAUGHAN
2007 OPERATING BUDGET**

Appendix VII - Schedule T

**MANAGEMENT POSITION
ALL NEW FULL TIME OR PART TIME CLERICAL
AND TECHNICAL COMPLEMENT REQUEST**

DO NOT INCLUDE IN THE BASE BUDGET DOLLAR SUBMISSION

Please check off if new complement relates to New Initiative/Service Level Adjustments Request <input type="checkbox"/>			
POSITION TITLE: <u>Administrative Assistant (Mayor's Office)</u>			
BASIC JOB DESCRIPTION: <u>Job functions will be similar to the current Administrative Assistant in the Mayor's office. However job description is under review</u>			
A detailed justification memo is required for new complement request. See Additional Resource Requests-Schedule T in Operating Budget Instructions for the framework.			
FINANCIAL DETAILS			
Check Applicable Box ALL NEW FULLTIME OR PART TIME CLERICAL AND TECHNICAL FULL TIME EQUIVALENT			2007 BUDGET IMPACT
CONTRACT POSITION	<input checked="" type="checkbox"/> Full Time <input type="checkbox"/> Clerical / Technical	FTE	<u>50,489</u>
ESTIMATED SALARY GRADE AND STEP LEVEL	Grade <u>4</u> Step <u>1</u>		
OVERTIME PAY APPLICABLE (CIRCLE EITHER YES OR NO)	<input type="checkbox"/> YES <input type="checkbox"/> NO		
2006 BUDGETED SALARY			<u>—</u>
BENEFITS @ 25.5% FOR FULL TIME AND 13.5% FOR PART TIME CLERICAL & TECHNICAL			<u>12,875</u>
COMPUTER EQUIPMENT			<u>—</u>
OFFICE EQUIPMENT AND FURNITURE			<u>—</u>
OTHER EXPENSES			<u>—</u>
2006 PT salary - \$37,028.89			<u>(37,028)</u>
OFFSETTING EXPENDITURE REDUCTIONS (Part Time Salaries, Professional Fees, etc.)			<u>(37,028)</u>
OFFSETTING PART TIME FTE REDUCTION		FTE	<u>()</u>
REVENUE IMPLICATIONS FROM NEW FTE			<u>—</u>
TOTAL NET BUDGETED IMPACT FOR 2007			<u>26,336.50</u>

DEPARTMENT: <u>Clerks Dept.</u>	BUSINESS UNIT NUMBER <u>060002</u>
---------------------------------	------------------------------------

COMMISSIONER APPROVAL:

[Signature]



The City Above Toronto

The City of Vaughan
2141 Major Mackenzie Drive
Vaughan, Ontario
Canada L6A 1T1
Tel [905] 832-2281

Date: February 1, 2007

To: Janice Atwood-Petkovski,
Commissioner of Legal and Administrative Services

From: Sybil Fernandes
Manager – Administrative Services/Deputy City Clerk

RE: NEW COMPLEMENT POSITION REQUEST
ADMINISTRATIVE ASSISTANT (MAYOR'S OFFICE)

The Mayor's office has requested the above new complement position to replace the former part-time assistance that was utilized in this area. The 2006 part-time salary incurred for this assistance was \$37,028.89.

Further, it is intended that the former position entitled "Secretary to Mayor and Members of Council" be downgraded from Grade 2 to Grade 1 and that the job functions and title of this position be revised. The difference between Grade 2 and Grade 1/Step 1 is (41,725. – 37,931.) \$3,794.

Funding required for this position is:

Salary	\$50 489
Benefits	<u>12 875</u>
	\$63 364

Less:	
P.T. monies	
already budgeted	<u>37 028</u>
	\$26 336

Less:	
Savings achieved	
due to revised	
position in the area	<u>3,794</u>
	<u>\$22,542</u>

A job description for a similar position in this area is attached. It should be noted that although the functions for both Administrative Assistant positions in this area are somewhat similar, the functions for both positions are currently under review.

Sybil Fernandes

Sybil Fernandes
Manager – Administrative Services/Deputy City Clerk

Att.

JOB DESCRIPTION**M 92****CORPORATION OF THE CITY OF VAUGHAN****I. POSITION:** ADMINISTRATIVE ASSISTANT**II. SUPERVISOR:** ~~EXECUTIVE ASSISTANT TO THE MAYOR~~**III. DEPARTMENT:** MAYOR'S OFFICE**IV. DATE WRITTEN:** JULY 11, 2003**V. DATE EVALUATED:****VI. BASIC JOB FUNCTION(S):**

Responsible for providing secretarial and administrative assistance to, and taking direction from the Executive Assistant to the Mayor including liaising with constituents and assisting in promoting and enhancing the image of the office of the Mayor, handling inquiries and requests, prioritizing items for response and researching material and compiling information / summaries for use by the Executive Assistant to the Mayor. Composes correspondence as requested and liaises with internal staff and external organizations to acquire and exchange information.

VII. JOB RESPONSIBILITIES:

1. Assists the Executive Assistant to the Mayor in handling constituent-related problems, inquiries, requests, etc., in a timely manner and performing follow-up including liaising with internal and external agencies / staff as required.
2. Provides administrative assistance to the Executive Assistant to the Mayor ensuring confidentiality and security of information; prioritizing responses required for all communication including handling and redirecting inquiries to appropriate City departments, recognizing urgency of requests and bringing critical matters to the attention of the Executive Assistant to the Mayor.
3. Receives, date stamps, sorts all incoming mail to the Mayor's office; reviews and submits appropriate information to the Information Clerk for enclosures in Weekly Calendar of Events.
4. Acts as backup support for the Executive Assistant to the Mayor for general absence and vacation coverage.
5. Assists the Executive Assistant to the Mayor by maintaining a favourable public image through effective public relations and communications.
6. Conducts research, compiles information and statistics, and summarizes factual data for use by the Executive Assistant to the Mayor on municipal matters.

M 92

7. Composes and keyboards routine correspondence for Mayor's signature including acknowledgements, routine and general matters.
8. Orders and maintains office supplies for Mayor and Executive Assistant's offices; ~~completes purchase orders and prepares for proper authorization by the Executive Assistant to the Mayor.~~
9. Responsible for reviewing all Council and Committee Agendas, Minutes, correspondence, media releases, and publications to maintain knowledge, awareness, and information on all current issues.
10. Assists the Executive Assistant to the Mayor in organizing community meetings and special events, including notices, making arrangements for mailings, and public relations.
11. Organizes and maintains filing systems, including index to same, as required.
12. Performs other City/Municipal related duties, as assigned.

VIII. EDUCATION & EXPERIENCE REQUIREMENTS:

1. Community College Diploma in Business or Public Administration, or suitable equivalent.
2. Minimum three (3) years administrative experience preferably in an environment working for elected representatives.
3. Excellent organizational, records management, research, written/oral communication skills and ability to deal effectively and courteously with the public and staff.
4. Proficient computer skills including word processing and spreadsheet capabilities, as well as minute-taking skills.
5. Ability to work irregular hours on short notice and / or respond to Mayor's requests beyond regular work hours, when required.

Incumbent*

*I have seen this job description.


 Supervisor


 Department Head


 City Manager


 Date



Appendix VI: Schedule U

Request for Increases in Expenses Other Than Allowable Increases

1) Description of the Increase

- Additional funds are required to pay for off-site records storage.
- The Records Centre is full.
- See attached memo - Rational for this Request.

2) Link to Vaughan Vision Objectives

- This initiative is undertaken as a cost effectiveness measure as defined by D-1 of the 2007 Vaughan Vision.
- See attached memo - Vaughan Vision Objectives.

3) Financial Impact

Detail the 2007 initial increase, full year impact, etc.

- The Records Management Division requires that an additional \$21,830.00 be allocated to the Records Management Services Account in 2007.
- See attached memo - Economic Impact - Cost Benefit Analysis.

BUSINESS UNIT NUMBER: 060050

BUSINESS UNIT NAME: RECORDS MANAGEMENT



The City Above Toronto

Appendix VII Schedule U

Request for Increases in Expenses Other Than Allowable Increases

4) Associated Benefits

E.g. service levels maintained, long-term cost savings, improved productivity, etc.

- This would allow the Records Management Division to maintain our existing service level.
- See attached memo - Other relevant considerations - Future Cost Considerations.

5) Implications of Not Receiving the Requested Amount

- The City of Vaughan's Records Centre will not be able to store additional records from City departments if this funding request is denied.
- Records would not be kept in a secure accessible manner as required by the Ontario Municipal Act.
- Storage of the records storage boxes in the office area may raise health and safety concerns.
- See attached memo - Implications of not Receiving Additional Resources.

BUSINESS UNIT NUMBER: 060050

BUSINESS UNIT NAME: RECORDS MANAGEMENT



The City Above Toronto

Appendix VII: Schedule U

Request for Increases in Expenses Other Than Allowable Increases

6) Justification Measures

Provide statistical analysis, performance measures & comparisons which demonstrate the need for the request.

- See attached memo - Economic Impact - Cost Benefit Analysis.

7) Other Relevant Comments

- See attached memo - Other Relevant Considerations - Future Cost Considerations.

BUSINESS UNIT NUMBER: 060050 BUSINESS UNIT NAME: RECORDS MANAGEMENT

2007 OPERATING BUDGET - SCHEDULE "U"

REQUEST FOR INCREASES IN EXPENSES OTHER THAN ALLOWABLE INCREASES

RECORDS MANAGEMENT SUPPLIES ACCOUNT - 060050.7202

Background- Rationale for this Request

In 1991, the Records Management Division managed 4,272 records storage boxes. In 2005, the Records Management Division managed about 20,910 records storage boxes. The volume of records storage boxes being managed has increased by about 400 percent since 1991. A Regional Municipality of York study determined that paper records are increasing at a rate of about 22 percent per year. From 1991 to 2005, the volume of hardcopy records being created by the City of Vaughan has increased at an annual rate of about 26 percent.

There are 14,000 records storage boxes stored on-site at the Joint Operations Centre. The Records Centre at the Joint Operations Centre is full. Vital records and records with high reference rates are stored on-site at the Joint Operations Centre. Records with a low reference rate are stored at Iron Mountain, the City of Vaughan's off-site records service provider. By December 31, 2006, the City of Vaughan will have about 8,000 records storage boxes stored off-site at Iron Mountain.

Annually, approximately 1,500 new records storage boxes are created. The City of Vaughan destroys about 500 records storage boxes per year. The Records Management Division has a net gain of approximately 1,000 records storage boxes on an annual basis that must be transferred off-site for storage and managed according to accepted records management practices.

Vaughan Vision Objectives

It would be very expensive to set up and operate an additional Records Centre to store the City of Vaughan's inactive business records that cannot be accommodated in the current Records Centre. It is more cost effective for the City of Vaughan to outsource the storage of these inactive business records. This requires no additional staff and equipment resources. This initiative is undertaken as a cost effectiveness measure as defined by D-1 of the 2007 Vaughan Vision.

Economic Impact - Cost Benefit Analysis

The budget allocation for the Records Management supplies account is \$43,170.00. The Records Management supplies account is used to purchase records storage boxes, to pay for off-site records storage and destruction as well as to retrieve records from Iron Mountain. In 2007, an additional \$21,830.00 is requested for this account as an uncontrollable expense. These costs cannot be absorbed within the Records Management Division's budget. Additional costs will be incurred to transfer, store and access these records while they are stored at Iron Mountain.

Cont'd....2

-2-

The Records Management Division has a net gain of about 1,000 records storage boxes per year that will need to be transferred off-site to Iron Mountain for storage as shown below:

<u>Year</u>	<u>Records Transferred Off-site</u>	<u>Volume at Iron Mountain</u>
2005**	1500	7,000
2006*	1000	8,000
2007*	1000	9,000
2008*	1000	10,000
2009*	1000	11,000

- * projected volume of records to be transferred to Iron Mountain in future years
 ** Includes Powerstream records

NOTE: As of April 1, 2006, Powerstream records are no longer under the City of Vaughan's custody and control. Powerstream has established their own Records Management Program.

Implications of not Receiving Additional Resources

The Ontario Municipal Act requires that the City of Vaughan store their records in a secure environment in an accessible manner. The Records Centre would not be able to store additional records from the Civic Centre and other City facilities if this funding request is denied. City Departments would be required to keep records on-site in any available space such as hallways, in basements, etc. The storage of boxes in hallways would raise health and safety concerns. Records stored in hallways and in basement areas would not be accessible or be stored in a secure environment. Staff may not be able to find information in a timely manner in order to make an informed decision.

Other Relevant Considerations – Future Cost Considerations

The City of Vaughan's need to store records at Iron Mountain will be reduced when the new civic centre is built. The Records Management Division and City Archives are scheduled to acquire about 5,000 square feet of space for records storage in the new civic center. Records from the Building Standards Department file room will be stored in the new civic centre records centre.

The storage of these business records on-site could result in significant cost savings. It is expected that the funds required in the Records Management supplies account will be reduced when the new civic centre is built. The need to order the inactive business records from Iron Mountain, wait for their next day delivery and then take the records to the requester will be reduced. Our level of customer service will improve as City departments and the public will have access to inactive business records in a timely manner in order to make an informed business decision. All of the City's archival records and permanently valuable records will be stored in one location. These records will be subject to proper temperature and humidity controls, as part of the City of Vaughan's Vital Records Protection Program.



Appendix VII- Schedule U

Request for Increases in Expenses Other Than Allowable Increases

1) Description of the Increase

Annual Service contract with Groupe Techna expires in December 2006.

Groupe Techna has indicated an increase to the next contract will be in approximately \$5000.

2) Link to Vaughan Vision Objectives

A1 – Pursue excellence in the delivery of core services

D1 – Enhance productivity and Cost Effectiveness

D3 – Enhance Technology and Pursue Innovation

3) Financial Impact

Detail the 2007 initial increase, full year impact, etc.

\$5000 increase is the full year impact

JAP

C3



BUSINESS UNIT NUMBER: _____ BUSINESS UNIT NAME : _____

Appendix VII - Schedule U

Request for Increases in Expenses Other Than Allowable Increases

4) Associated Benefits

E.g. service levels maintained, long-term cost savings, improved productivity, etc.

The increase in the amount for the service contract will result in improved productivity and revenue to the City.

Implications of Not Receiving the Requested Amount

The service contract is required to operate our parking system. Without the agreement in place, tickets would have to be written and entered into a database manually, both of which is highly inefficient.

BUSINESS UNIT NUMBER: 080142 BUSINESS UNIT NAME : ENFORCEMENT

Appendix VII - Schedule U



Request for Increases in Expenses Other Than Allowable Increases

6) Justification Measures

Provide statistical analysis, performance measures & comparisons which demonstrate the need for the request.

The contract covers parking ticket machines, the associated licensing costs, and repairs. The machines currently in use are many years old and have been long discontinued by the manufacturer. This makes repairs and parts very costly.

The new new service contract will address the aging machines through replacements of irreparable machines, no increase in licensing fees, repairs and parts, and supply tickets which is currently not included in the agreement.

The improved machines will provide an increase in revenue potential as the tickets will contain supporting information of the offence (photographs), that will result in less tickets being withdrawn. With newer machines, the staff will be more productive as the machines will process violations faster.

7) Other Relevant Comments

BUSINESS UNIT NUMBER: 080142

BUSINESS UNIT NAME: ENFORCEMENT



Appendix VII- Schedule U

Request for Increases in Expenses Other Than Allowable Increases

1) Description of the Increase

Increase the professional fees budget by \$25,000.00.

The 2006 budget was \$156,610. We propose to increase this amount for 2007 by \$25,000 given that the City will be negotiating four (4) collective agreements during 2007. Further, we anticipate that at least ten (10) grievances have been forwarded or will be forwarded to arbitration requiring costs for external legal counsel as well as arbitrator costs.

2) Link to Vaughan Vision Objectives

B - Manage our resources
B-1 - Ensure Short-Term & Long Term Financial Stability
C-2 - Attract, Retain and Promote Skilled Staff

3) Financial Impact

\$25,000.00

BUSINESS UNIT NUMBER: _____ BUSINESS UNIT NAME: Human Resources

Appendix VII- Schedule U

**Request for Increases in Expenses
Other Than Allowable Increases**

4) Associated Benefits

Professional fees (legal fees) associated with consultations, attending meetings, representation at arbitration hearings, including interest arbitration, etc.

5) Implications of Not Receiving the Requested Amount

The negotiation of our collective agreements has been dealt effectively over the past few years with the assistance of appropriate legal advice. Also we have been able to resolve grievances and reach mediated solutions that benefit both the employees and the organization.

We have accomplished this by seeking appropriate professional counsel when required.

BUSINESS UNIT NUMBER: _____ BUSINESS UNIT NAME: Human Resources

Appendix VII- Schedule U

**Request for Increases in Expenses
Other Than Allowable Increases**

6) Justification Measures

In 2006 our professional fees budget was utilized almost in full.

In 2007 four (4) collective agreements will be in collective bargaining.

We have more than ten (10) grievances that we anticipate will reach arbitration in 2007.

7) Other Relevant Comments

BUSINESS UNIT NUMBER: _____ BUSINESS UNIT NAME : Human Resources



CITY OF VAUGHAN
BUDGETING & FINANCIAL PLANNING

OCT 25 2006

RECEIVED

Appendix A - Schedule A

Request for Increases in Expenses Other Than Allowable Increases

1) Description of the Increase

- A) Purchase of A Blackberry Unit for Licensing Enforcement in the field and Air Time Charges related thereto.

2) Link to Vaughan Vision Objectives

- A) Service Delivery Excellence 1.1 - Improve community safety through design, prevention, Enforcement and Education.
- 1.1.6 - Review level of enforcement, compliance and monitoring of regulations relating to public safety.

3) Financial Impact

Detail the 2007 initial increase, full year impact, etc.

- A) The cost of Blackberry is \$100.00, Acct# 060082.7120.03 monthly charges
Acct# 060082.7122.01 for airtime equal $\$40.00 \times 12 = \480.00

Total Cost In Year One = \$580.00

BUSINESS UNIT NUMBER: 060082.7120.03 - HARDWARE EQUIPMENT :
BUSINESS UNIT NAME : CLERKS - LICENSING
060082.7122.01 - CELLULAR LINE CHARGES

*The City Above Toronto*

Appendix VI Schedule D

**Request for Increases in Expenses
Other Than Allowable Increases****Associated Benefits**

E.g. service levels maintained, long-term cost savings, improved productivity, etc.

- A) The purchase of The Blackberry will allow an Enforcement Officer in the field to access up to date information on the Licensing status of any business operating in Vaughan. In addition, for mobile licences such as Tow Trucks, Taxi Cabs, Refreshment Vehicles Etc. An Enforcement Officer will be able to access Licensing particulars as well as a photo of the licensee for purposes of identification. The use of The Blackberry will allow the officer to be more productive in the field as up to date information will be available and an informed decision can be made with respect to possible charges being laid pursuant to the By-Law.

Implications of Not Receiving the Requested Amount

- A) In the event this request is not approved Enforcement staff will be obliged to contact an employee of the Licensing Section to provide Licensing information. This will take the person away from his/her regular duties. In order to obtain the information the process is time consuming and puts the officer in the field in a position of having to detain a licensee. At times licensing staff may not be available to obtain the information in a timely manner if they are serving customers at the counter. Result is downtime for all involved resulting in inefficiency.

BUSINESS UNIT NUMBER: _____

BUSINESS UNIT NAME: _____

Clerks-Licensing



Appendix VII Schedule D

Request for Increases in Expenses Other Than Allowable Increases

5. Justification Measures

Provide statistical analysis, performance measures & comparisons which demonstrate the need for the request.

- A) Accessing Information from the Blackberry in the field is more productive than having to call the office for information. Productivity in the field will be increased as the Enforcement Officer will be able to attend to a great many more calls.

7. Other Relevant Comments

- A) Enforcement Services is making a similar request for Blackberry units to be used by Enforcement Officers in the field.

BUSINESS UNIT NUMBER: _____

BUSINESS UNIT NAME: Clerks Licensing



Appendix VII: Schedule V

New Initiatives/Service Level Adjustments Business Case

1) The Opportunity, Initiative or Option

Briefly outline the opportunity, initiative or option and describe why it is required. (E.g. service adjustment, service added, new initiatives etc.)

STAFF IN THE FIELD ARE TO BE EQUIPPED WITH BLACKBERRY DEVICES TO IMPROVE EFFICIENCIES, THEREFORE IMPROVING CUSTOMER SERVICE. THESE DEVICES WILL PERMIT THE SUBMITTING OF LICENSING RECORDS, INPUTTING OF NOTES INTO CTS REAL TIME, AND ULTIMATELY ALLOW PARKING TICKETS TO BE ISSUED. THIS EFFICIENCY INCREASE WILL BE APPROXIMATELY 1-2 HOURS PER FIELD OFFICER PER DAY.

2) Link to the Vaughan Vision

Detail how the opportunity, initiative or option links with the Vaughan Vision Objectives. (2007 Vaughan Vision Map is included in Business Planning Instructions for reference purposes)

- PURSUE EXCELLENCE IN THE DELIVERY OF CORE SERVICES
- ENHANCE PRODUCTIVITY & COST EFFECTIVENESS
- DEVELOP INTERNAL COLLABORATING SOLUTIONS
- ENHANCE TECHNOLOGY & PURSUE INNOVATION

3) Stakeholder Impact

Detail if internal and external stakeholders are impacted by the opportunity, new initiative or option.

BOTH INTERNAL & EXTERNAL STAKEHOLDERS WILL BE POSITIVELY IMPACTED

BUSINESS UNIT NUMBER: 80142 BUSINESS UNIT NAME: ENFORCEMENT



Appendix VII-Schedule V

New Initiatives/Service Level Adjustments Business Case

4. Economic Impact/Cost/Benefit Analysis

Detail the financial & non-financial costs and benefits for the new initiative, opportunity or option.

Costs:

2007 operating costs to implement

(\$ dollars)

HARDWARE

6600

CELL PHONE DATA TIME

10,000

2008 Full year impact

10,000

Associated Capital costs:

NIL

Other: Detail additional future cost requirements and any non-financial costs

Benefits: Specifically outline the benefits e.g. Cost savings, revenues, value-added services, improved service, efficiencies, other.

- IMPROVED EFFICIENCIES - 1-2 HOURS PER DAY / PER OFFICER
= 15-30 PER MONTH.
- IMPROVED CUSTOMER SERVICE - INCREASED EFFICIENCIES RELATE TO POTENTIALLY FASTER SERVICE.

Conclude as to why it is beneficial to act on the new initiative, opportunity or option

AS ABOVE. COST IS MINIMAL AND BENEFITS FAR OUTWEIGH COST OF INITIATIVE

BUSINESS UNIT NUMBER: 080142

BUSINESS UNIT NAME: ENFORCEMENT



Appendix VII - Schedule V

New Initiatives/Service Level Adjustments Business Case

5) Consequences for not Carrying Out the Initiative, Opportunity or Option

Briefly illustrate the impacts for not carrying out the initiative, opportunity or option.

IF TIME IS NOT SAVED SERVICE DELIVERY WILL SUFFER
LEADING TO THE POTENTIAL REQUIREMENT FOR ADDITIONAL
STAFFING RESOURCES TO MAINTAIN RESPONSE AND SERVICE
LEVELS

6) Performance Success Measures

Detail performance measures which will evaluate the success or failure of the opportunity, initiative or option, in meeting Vaughan Vision Objective (Measure does not have to be in numerator/denominator form).

- TIME SAVINGS ON DATA ENTRY WILL BE CAPTURED DURING
PILOT
- INITIAL RESPONSE TIMES WILL BE MEASURED

7) Timelines (Implementation & Full Rollout)

Detail the time lines associated with the opportunity, initiative or option. Ensure it includes all stages including implementation and full rollout.

PROJECT ROLLED OUT EARLY 2007

BUSINESS UNIT NUMBER: 08142

BUSINESS UNIT NAME: ENFORCEMENT



Appendix VII- Schedule V

New Initiatives/Service Level Adjustments Business Case

1) The Opportunity, Initiative or Option

Briefly outline the opportunity, initiative or option and describe why it is required. (E.g. service adjustment, service added, new initiatives etc.)

The City is required to have a First Attendance Facilitator/Adjudicator to provide a first step for people to dispute parking tickets. This is set out in the Provincial Offences Act.

Having this position increases customer service as it diverts potential parking tickets away from the courts. It also allows people to dispute parking tickets after regular business hours and in a less formal atmosphere. This also prevents a negative impact on productivity by having officers in court for longer periods.

Revenue received faster

2) Link to the Vaughan Vision

Detail how the opportunity, initiative or option links with the Vaughan Vision Objectives. (2007 Vaughan Vision Map is included in Business Planning Instructions for reference purposes)

A-1 Pursue Excellence In the Delivery of Core Services

B-2 Expanded Revenues

D-1 Enhance Productivity

3) Stakeholder Impact

Detail if internal and external stakeholders are impacted by the opportunity, new initiative or option.

Impacts of this initiative on stakeholders are positive:

- Better levels of service for both internal and external groups
-



BUSINESS UNIT NUMBER: 080142 BUSINESS UNIT NAME: ENFORCEMENT

Appendix VII-Schedule V

New Initiatives/Service Level Adjustments Business Case

4) Economic Impact Cost/Benefit Analysis

Detail the financial & non-financial costs and benefits for the new initiative, opportunity or option.

Costs:

(\$ dollars)

2007 operating costs to implement

\$61,400

2008 Full year impact

\$61,400

Associated Capital costs:

0

Other: Detail additional future cost requirements and any non-financial costs

0

Benefits: Specifically outline the benefits e.g. Cost savings, revenues, value-added services, improved service, efficiencies, other.

Increased efficiencies, Increased public Service, increased service hours, potentially faster revenue

Conclude as to why it is beneficial to act on the new initiative, opportunity or option

This initiative provides for a mandated position to deal with parking ticket disputes, while increasing customer service and dispute availability. By not having this process, the revenue stream will be slowed significantly.



BUSINESS UNIT NUMBER: _____ BUSINESS UNIT NAME : _____

Appendix VII- Schedule V

New Initiatives/Service Level Adjustments Business Case

5) Consequences for not Carrying Out the Initiative Opportunity or Option

Briefly illustrate the impacts for not carrying out the initiative, opportunity or option.

Decrease in customer service

Increase in court time

Revenue received slower as all disputed tickets heard in Provincial Court. Most trials are 9-15 months after the offence date.

6) Performance Success Measures

Detail performance measures which will evaluate the success or failure of the opportunity, initiative or option in meeting Vaughan Vision Objective (Measure does not have to be in numerator/ denominator form).

Number of parking tickets being disputed in court

Positive customer feedback for after hours availability

7) Timelines (Implementation & Full Rollout)

Detail the time lines associated with the opportunity, initiative or option. Ensure it includes all stages including implementation and full rollout.

Shortly after budget approval. Job Description will need to be finalized, competition held and new incumbent trained.

BUSINESS UNIT NUMBER: 080142 BUSINESS UNIT NAME : ENFORCEMENT

**CITY OF VAUGHAN
2007 OPERATING BUDGET**

Appendix VII - Schedule T

**ALL NEW FULL TIME OR PART TIME CLERICAL
AND TECHNICAL COMPLEMENT REQUEST**

DO NOT INCLUDE IN THE BASE BUDGET DOLLAR SUBMISSION

Please check off if new complement relates to New Initiative/Service Level Adjustments Request ☒

POSITION TITLE: FIRST ATTENDANCE ADJUDICATOR

BASIC JOB DESCRIPTION:

HEAR PARKING TICKET DISPUTES AND ATTEMPT TO RESOLVE CONTEST THROUGH AN
ADJUDICATION STYLE PROCESS

A detailed justification memo is required for new complement request. See Additional Resource Requests-Schedule T in Operating Budget Instructions for the framework.

FINANCIAL DETAILS

	<u>Check Applicable Box</u>			2007 BUDGET IMPACT
	Full Time	Clerical / Technical		
ALL NEW FULLTIME OR PART TIME CLERICAL AND TECHNICAL FULL TIME EQUIVALENT	1		FTE	
ESTIMATED SALARY GRADE AND STEP LEVEL	Grade	Step		
OVERTIME PAY APPLICABLE (CIRCLE EITHER YES OR NO)	YES	NO		
2006 BUDGETED SALARY				\$48,900
BENEFITS @ 25.5% FOR FULL TIME AND 13.5% FOR PART TIME CLERICAL & TECHNICAL				\$12,500
COMPUTER EQUIPMENT				
OFFICE EQUIPMENT AND FURNITURE				
OTHER EXPENSES				
OFFSETTING EXPENDITURE REDUCTIONS (Part Time Salaries, Professional Fees, etc.)				
OFFSETTING PART TIME FTE REDUCTION			FTE	()
REVENUE IMPLICATIONS FROM NEW FTE				
TOTAL NET BUDGETED IMPACT FOR 2007				\$61,400

DEPARTMENT: ENFORCEMENT

BUSINESS UNIT NUMBER 080142

COMMISSIONER APPROVAL:

Janusz Pekarowski



The City Above Toronto

Appendix VII- Schedule U

**Request for Increases in Expenses
Other Than Allowable Increases**

1) Description of the Increase

Introduction of a Corporate Training & Development program through Schulich Executive Education Centre. This will include the following programs:

Masters Certificate in Municipal Management
Certificate in Management Skills for Supervisors
Supervision 101 – Supervisory Leadership Skills
Managing in a Unionized Environment

The purpose of this program is to enhance the knowledge skills and abilities of Vaughan supervisors / managers and consequently dramatically enhance operational performance levels.

2) Link to Vaughan Vision Objectives

C-1 : Encourage Staff Learning and Growth
C-2 : Attract Retain and Promote Skilled Staff
C-3 : Built Positive Staff Morale

3) Financial Impact

The cost per participant in the program is \$255. per day

We propose that a budget of \$40,000 be approved to cover the costs associated with this program. The payment of the tuition will be a shared responsibility between the employee's department and the funds allocated through the human resources budget. We anticipate having at least 40-60 staff trained during 2007.

BUSINESS UNIT NUMBER: _____ BUSINESS UNIT NAME : Human Resources



Appendix VII- Schedule U

Request for Increases in Expenses Other Than Allowable Increases

4) Associated Benefits

Benefits:

Develop leadership and teambuilding skills for existing leaders and those aspiring to lead.
Build critical management skills in the areas of interpersonal dynamics and improving operational performance
Create a high level of motivation for participants and ensure skills learned are put into immediate practice

5) Implications of Not Receiving the Requested Amount

Our ability to fulfill the Vaughan Vision objectives will be severely compromised.

C-1 : Encourage Staff Learning and Growth
C-2 : Attract Retain and Promote Skilled Staff
C-3 : Built Positive Staff Morale

BUSINESS UNIT NUMBER: _____ BUSINESS UNIT NAME : Human Resources



Appendix VII- Schedule U

Request for Increases in Expenses Other Than Allowable Increases

6) Justification Measures

Examples of labour savings include:

- reduced duplication of effort
- less time spent correcting mistakes
- faster access to information
- lower staff turnover, reflected in lower recruitment and training costs

Examples of productivity increases include:

- improved methodologies reducing the effort required
- higher levels of skill leading to faster work and decision making
- higher levels of motivation leading to increased effort

7) Other Relevant Comments

Training and Development is a significant recruitment and retention factor in most organizations. Vaughan is turning a corner in becoming a larger organization with many challenges. Preparing our human capital in dealing with those challenges is through appropriate leadership training from a recognized institution. We have a package which can be provided outlining the details on the proposed program.

BUSINESS UNIT NUMBER: _____ BUSINESS UNIT NAME: Human Resources



Appendix VII - Schedule V

New Initiatives/Service Level Adjustments Business Case

1) The Opportunity, Initiative or Option

Briefly outline the opportunity, initiative or option and describe why it is required. (E.g. service adjustment, service added, new initiatives etc.)

To create a Records Management Software/EDMS Support Analyst position within the Records Management Division.

In 1991, the Records Management Division managed 4,272 records storage boxes. In 2005, the Records Management Division managed about 20,910 records storage boxes. The volume of records storage boxes being managed has increased by about 400 percent since 1991. A Regional Municipality of York study determined that paper records are increasing at a rate of about 22 percent per year. From 1991 to 2005, the volume of hardcopy records being created by the City of Vaughan has increased at an annual rate of 26 percent. The records storage boxes have been identified to the records series level. Some records storage boxes have been identified to the file folder level. Additional staff resources are required to assist with the management of these records in accordance with accepted Records Management best practices.

2) Link to the Vaughan Vision

Detail how the opportunity, initiative or option links with the Vaughan Vision Objectives. (2007 Vaughan Vision Map is included in Business Planning Instructions for reference purposes)

This initiative is linked to the Vaughan Vision in two ways.

1. Item A – to serve our citizens and Item A1 – to pursue excellence in the delivery of core services – Records Management is mandated by the Municipal Act.
2. Item D – to run our City and Item D-1 – to enhance productivity and cost effectiveness.

3) Stakeholder Impact

Detail if internal and external stakeholders are impacted by the opportunity, new initiative or option.

This added workload is having an adverse effect on the Records Management Program as the Records Management Supervisor must allocate so much of his time to routine administrative Records Management responsibilities. The lack of staff and limited financial resources is affecting our ability to improve our Records Management Program. One gauge of an organization's information maturity is how it views records and information. We must be committed to the management of recorded information throughout its total life cycle, from its creation, through its use, storage, and retrieval, to its final disposition. The first prerequisite for a successful Records Management Program is to view information as an asset to be managed in the same way as facilities, personnel, and vehicles are managed. Adequate financial resources, including staff, should be allocated to improve our Records Management Program. In conclusion, there is enough available work to justify the creation of an additional Records Management Software/EDMS Support Analyst position within the Records Management Division.

BUSINESS UNIT NUMBER: 060050 BUSINESS UNIT NAME: Records Management



Appendix VII Schedule V

New Initiatives/Service Level Adjustments Business Case

4) Economic Impact/Cost/Benefit Analysis

Detail the financial & non-financial costs and benefits for the new initiative, opportunity or option.

Costs:

(\$ dollars)

2007 operating costs to implement

Total Cost Being Requested

This complement request is projected to cost the City of Vaughan about \$67,030.00. This position is shown as a level "H" on the salary grid. This cost estimate includes salary and benefits. Additional computer equipment and a telephone line are required to support this position. If approved, the Job Evaluation Committee will determine the actual job classification level on the salary grid.

2008 Full year Impact

This complement request is projected to cost the City of Vaughan about \$67,030.00, subject to inflation and a cost of living increase. This position is shown as a level "H" on the salary grid. This cost estimate includes salary and benefits. A new computer and a new telephone line will be needed in the Records Management Division to fill this position. If approved, the Job Evaluation Committee will determine the actual job classification level on the salary grid.

Associated Capital costs:

N/A

Other: Detail additional future cost requirements and any non-financial costs

N/A



Benefits: Specifically outline the benefits e.g. Cost savings, revenues, value-added services, improved Service, efficiencies, other.

Conclude as to why it is beneficial to act on the new Initiative, opportunity or option

Benefits and Savings

A recent industry study has found that a typical corporation with 1,000 knowledge workers wastes \$2.5 million to \$3.5 million per year searching for non-existent information, failing to find existing information or recreating information that cannot be found (International Data Corporation (Canada) Ltd.). Specifically, knowledge workers (i.e. clerical level and up) spend about 20% of their time managing documents (including versioning, approvals, annotations, etc.); the average office worker has a 34-hour paper backlog; mismanaged documents waste as much as 15% of an organization's revenue in hidden costs, with professionals/managers spending 7.4% of their time just searching for lost or misfiled information, and recreating a single misfiled or lost document costs \$120-\$250. Furthermore, 65% of office workers spend more than 2-hours per day on e-mail tasks. As the City of Vaughan employs approximately 500 office staff or knowledge workers, the results of this study suggest that City staff waste about \$1.25 million to \$1.75 million per year searching for misplaced or non-existent records, or recreating information that cannot be found. Approval of this complement request will help to improve our Records Management Program and reduce costs in these areas.

Approval of this position would provide staff resources to commence Versatile Enterprise Records Management software training for City staff. City staff would be able to enter data about active department records into the Enterprise database. City staff could generate their own file folder and bar code labels for file folders. City staff would be able to electronically search for records in the Records Centre by performing a key word search. Staff would then be able to electronically request these records. Departments would be able to have access to information on any given topic in order to make an informed business decision. The City creates new records on an annual basis. Descriptive data about the newly created records must be entered into the database each year.

The Records Management Software/EDMS Support Analyst position could also assist the Records Management Supervisor with EDMS functions associated with the implementation of an EDMS/Enterprise Content Management Solution.

BUSINESS UNIT NUMBER: 060050 **BUSINESS UNIT NAME :** Records Management



Appendix VII - Schedule V

New Initiatives/Service Level Adjustments Business Case

5) Consequences for not Carrying Out the Initiative, Opportunity or Option

Briefly illustrate the impacts for not carrying out the initiative, opportunity or option.

This added workload is having an adverse effect on the Records Management Program as the Records Management Supervisor must allocate so much of his time to routine Records Management responsibilities. Lack of staff and limited financial resources is affecting our ability to improve our Records Management Program. One gauge of an organization's information maturity is how it views records and information. We must be committed to the management of recorded information throughout its total life cycle, from its creation, through its use, storage, and retrieval, to its final disposition. The first prerequisite for a successful Records Management Program is to view information as an asset to be managed in the same way as facilities, personnel, and vehicles are managed. Adequate financial resources, including staff, should be allocated to improve our Records Management Program. In conclusion, there is enough available work to justify the creation of an additional Records Management Software/EDMS Support Analyst position within the Records Management Division.

6) Performance Success Measures

Detail performance measures which will evaluate the success or failure of the opportunity, initiative or option in meeting Vaughan Vision Objective (Measure does not have to be in numerator/ denominator form).

Performance Measurement and Statistical Analysis

Comparison with Other Municipalities

The City of Vaughan's Records Management Division needs additional staff resources. A Regional Municipality of York study was completed in 2006 to compare the Records Management Program staffing level to the population for various Municipalities in Ontario. The results are shown below:

NAME OF MUNICIPALITY	2006 POPULATION	2006 NUMBER OF RECORDS STAFF	2006 POPULATION/ STAFF RATIO
City of Ottawa	854,000	59 F.T.E.	14,475:1
City of Toronto	2,500,000	108 F.T.E.	23,148:1
City of Mississauga	680,000	25 F.T.E.	27,200:1
City of Thunder Bay	160,880	5 F.T.E.	32,176:1
Town of Newmarket	75,000	2 F.T.E.	37,500:1
Town of Georgina	45,134	1 F.T.E.	45,134:1
City of Hamilton	662,401	14 F.T.E.	47,314:1
City of Vaughan	250,000	3 F.T.E.	83,333:1

Records Management



The average Records Management staffing level to population for the eight Municipalities is 38,785:1. Toronto and Mississauga have a Records Management staffing level to population of about 25,174:1. Vaughan has a population to staff ratio of 83,333:1.

Based on the average Records Management to population staffing ratio for these eight Municipalities, Vaughan should have 6.44 Records Management positions as shown below:

250,000 population / 38,785:1 average ratio = 6.44 F.T.E.

Based on the Records Management to population staffing ratio for the York Region Municipalities (Georgina and Newmarket), Vaughan should have 6.05 Records Management positions as shown below:

250,000 population / 41,317:1 average ratio = 6.05 F.T.E.

Based on the Records Management to population staffing ratio for the Greater Toronto Area Municipalities with established Records Management Programs (Toronto and Mississauga), Vaughan should have 9.93 Records Management positions as shown below:

250,000 population / 25,174:1 average ratio = 9.93 F.T.E.

These calculations, based on the Records Management staffing level for these Municipalities, indicate that the City of Vaughan should have between 6 and 9 Records Management and Archives staff.

7. Timelines (Implementation & Full Rollout)

Detail the time lines associated with the opportunity, initiative or option. Ensure it includes all stages including implementation and full rollout.

This request is submitted as part of the 2007 budget process. The request is subject to departmental, SMT and Council approval. The request is also subject to the budget approval timelines as established by the Financial Services Department.

BUSINESS UNIT NUMBER: 060050 BUSINESS UNIT NAME : Records Management

H:\wp52docs\budget\scheduleV.2 - EDMS Position.doc

CITY OF VAUGHAN 2007 OPERATING BUDGET

Appendix VII - Schedule T

ALL NEW FULL TIME OR PART TIME CLERICAL AND TECHNICAL COMPLEMENT REQUEST

DO NOT INCLUDE IN THE BASE BUDGET DOLLAR SUBMISSION

Please check off if new complement relates to New Initiative/Service Level Adjustments Request <input checked="" type="checkbox"/>	
POSITION TITLE: RECORDS MANAGEMENT SOFTWARE / DATA SUPPORT ASSISTANT	
BASIC JOB DESCRIPTION: SEE ATTACHED JUSTIFICATION AND JOB DESCRIPTION	
A detailed justification memo is required for new complement request. See Additional Resource Requests-Schedule T in Operating Budget Instructions for the framework.	
FINANCIAL DETAILS	
ALL NEW FULLTIME OR PART TIME CLERICAL AND TECHNICAL FULL TIME EQUIVALENT	<div>Check Applicable Box</div> <div>Full Time <input checked="" type="checkbox"/> Clerical / Technical <input type="checkbox"/></div> <div>FTE</div>
ESTIMATED SALARY GRADE AND STEP LEVEL	<div>Grade <u>H</u> Step <u>1</u></div>
OVERTIME PAY APPLICABLE (CIRCLE EITHER YES OR NO)	<div>YES <input type="checkbox"/> NO <input checked="" type="checkbox"/></div>
2006 BUDGETED SALARY	\$ 51,100.00
BENEFITS @ 25.5% FOR FULL TIME AND 13.5% FOR PART TIME CLERICAL & TECHNICAL	\$ 13,030.00
COMPUTER EQUIPMENT	\$ 1,000.00
OFFICE EQUIPMENT AND FURNITURE	-
OTHER EXPENSES (TELEPHONE)	\$ 1,000.00
OFFSETTING EXPENDITURE REDUCTIONS (Part Time Salaries, Professional Fees, etc.)	(-)
OFFSETTING PART TIME FTE REDUCTION	FTE (-)
REVENUE IMPLICATIONS FROM NEW FTE	(-)
TOTAL NET BUDGETED IMPACT FOR 2007	\$ 67,030.00

DEPARTMENT: <u>RECORDS MANAGEMENT</u>	BUSINESS UNIT NUMBER <u>060080</u>
---------------------------------------	------------------------------------

COMMISSIONER APPROVAL: _____

C9-5

**City of Vaughan
2007 Operating Budget**

Maintain Service Level Requests Summary

Commissioner of Community Services

Department	Ref#	Description	Annual Budget Impact	Value-Added	Relationship to Vaughan Vision 2007
Fleet Management	D1	Fleet Clerk	14,565	Maintains administrative service level in fleet	Pursue Excellence in the Delivery of Core Services Enhance Productivity & Cost Effectiveness
Parks Operations	D2	Park Attendant	45,350	To service additional hectares of parks and maintain standards	Pursue Excellence in the Delivery of Core Services Enhance Productivity & Cost Effectiveness
	D3	Arborist I	61,432	To meet the demands of the increasing tree canopy	Pursue Excellence in the Delivery of Core Services Enhance Productivity & Cost Effectiveness
	D4	Temporary Park Labourer- turf crew	20,872	To service additional hectares of parks and maintain standards	Pursue Excellence in the Delivery of Core Services Enhance Productivity & Cost Effectiveness
TOTAL MAINTAIN SERVICE LEVEL REQUESTS REQUIRE COUNCIL APPROVAL			\$142,219		

Complement value associated with Maintain Service Level Requests **\$142,219**

*Further information is provided in the maintain service level requests associated new complement detail sheet.

City of Vaughan
2007 Operating Budget
Maintain Service Level Requests
Associated New Complement Detail

Commissioner of Community Services

Department	Position Description	Relates to New Initl	Status	Full Comp.	2007 FTE	Grade / Level	Rate / Level	OT Pay Y / N	2007 Salary	2007 Benefits	2007 Other	Offsetting Reductions	Annual Budget Impact	
Fleet Management	Fleet Clerk	N	PT	0.7	0.7	A	Start	Y	\$22,740	\$3,070	\$0	(\$11,245)	\$14,565	(1)
Parks Operations	Park Attendant	N	FT	1.0	1.0	C	100%	Y	\$36,135	\$9,215	\$0	\$0	\$45,350	
	Arborist I	N	FT	1.0	1.0	F	90%	Y	\$48,950	\$12,482	\$0	\$0	\$61,432	
	Temporary Park Labourers- turf crews	N	PT	n/a	0.5	A	90%	N	\$18,390	\$2,482	\$0	\$0	\$20,872	
TOTAL NEW COMPLEMENTS ASSOCIATED WITH MAINTAIN SERVICE LEVEL REQUESTS REQUIRE COUNCIL APPROVAL				2.7	3.2	-	-	-	\$126,215	\$27,249	\$0	(\$11,245)	\$142,219	

Notes: _____

(1) The increase from Part Time to Full Time will be offset by the permanent part-time salaries & benefits (\$11,245). Furthermore, the entire cost is funded through the Fleet Reserve.

**City of Vaughan
2007 Operating Budget**

New Initiatives/Enhanced Service Level Requests Summary

Commissioner of Community Services

Department	Ref #	Description	Annual Budget Impact	Value-Added	Relationship to Vaughan Vision 2007
Cultural Services	D5	Part-time Cultural Heritage Coordinator (Maple Heritage Conservation District)	\$39,300	Assists in the implementation of the Maple Heritage Conservation District	Safeguard Our Environment
Parks Operations	D6	Real-time data extraction-Blackberries & Time for forestry field workers	\$31,798	Improves field work order efficiency by approx. 7 minutes per order which improves customer service delivery through faster service	Pursue Excellence in the Delivery of Core Services Enhance Productivity & Cost Effectiveness Enhance Technology & Pursue Innovation
TOTAL NEW INITIATIVES/ENHANCED SERVICE LEVEL REQUESTS REQUIRING COUNCIL APPROVAL			\$71,098		

Complement value associated with New Initiatives/Enhanced Service Level Requests \$39,300

*Further information is provided in the new initiatives/enhanced service level requests associated new complement detail sheet.

**City of Vaughan
2007 Operating Budget
New Initiatives/Enhanced Service Level Requests
Associated New Complement Detail**

Commissioner of Community Services

Department	Position Description	Relates to New Initi	Status	Full Comp.	2007 FTE	Grade / Level	Rate / Level	OT Pay Y / N	2007 Salary	2007 Benefits	2007 Other	Offsetting Reductions	Annual Budget Impact
Cultural Services	Cultural Heritage Co-ordinator	Y	PT	0.7	0.7	7	Start	N	\$29,780	\$4,020	\$5,500	\$0	\$39,300
TOTAL NEW COMPLEMENTS ASSOCIATED WITH NEW INITIATIVES REQUIRE COUNCIL APPROVAL				0.7	0.7	-	-	-	\$29,780	\$4,020	\$5,500	\$0	\$39,300

**CITY OF VAUGHAN
2007 OPERATING BUDGET**

Appendix VII - Schedule T

**ALL NEW, FULL TIME OR PART TIME CLERICAL
AND TECHNICAL COMPLEMENT REQUEST**

DO NOT INCLUDE IN THE BASE BUDGET DOLLAR SUBMISSION

Please check off if new complement relates to New Initiative/Service Level Adjustments Request <input type="checkbox"/>			
POSITION TITLE: Permanent Part Time Fleet Clerk			
BASIC JOB DESCRIPTION: See attached rationale			
A detailed justification memo is required for new complement request. See Additional Resource Requests-Schedule T in Operating Budget Instructions for the framework.			
FINANCIAL DETAILS			
	Check Applicable Box		2007 BUDGET IMPACT
ALL NEW FULLTIME OR PART TIME CLERICAL AND TECHNICAL FULL TIME EQUIVALENT	Full Time <input type="checkbox"/>	Clerical / Technical <input checked="" type="checkbox"/>	FTE 0.69
ESTIMATED SALARY GRADE AND STEP LEVEL	Grade	Start	Step F
OVERTIME PAY APPLICABLE (CIRCLE EITHER YES OR NO)	<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	
2006 BUDGETED SALARY			\$22,740
BENEFITS @ 25.5% FOR FULL TIME AND 13.5% FOR PART TIME CLERICAL & TECHNICAL			\$3,070
COMPUTER EQUIPMENT			\$0
OFFICE EQUIPMENT AND FURNITURE			\$0
OTHER EXPENSES			\$0
OFFSETTING EXPENDITURE REDUCTIONS (Part Time Salaries, Professional Fees, etc.)			(\$11,245)
OFFSETTING PART TIME FTE REDUCTION		FTE	(0.35)
REVENUE IMPLICATIONS FROM NEW FTE			\$0
TOTAL NET BUDGETED IMPACT FOR 2007			\$14,565

DEPARTMENT: Fleet Management Administration

BUSINESS UNIT NUMBER 6850001.7015

COMMISSIONER APPROVAL:

Fleet Manager: *R. Boice*

D1

RATIONALE TO HIRE A PERMANENT PART TIME CLERK

September 8, 2006

Objective

To hire a Permanent Part Time Clerk 24 hours per week.

Impact

The 2005 Budget allotment for Temp expense was \$9,900.00 but records show that we spent a total of \$20,000.00. Again in 2006 the budget allotment was \$9,900.00 and year to date June 2006, we spent a total of \$8,000.00.

Background

Based on the above salaries for a Temporary Part Time Clerk that only gave us coverage for approximately 8 months, it will be more cost effective to hire a Permanent Part Time Clerk that would give coverage for a full year.

This clerk will be starting at \$16.75 per hour for a total of \$20,904.00/year plus 13.2% for benefits \$2,759.33 for a total cost of \$23,663.33.

Due to the increase in the fleet size, the workload in fleet services has increased proportionately and fleet has progressively taken on more responsibilities;

- Driver's abstracts – 340 full time; 130 part time & 70 AZ/DZ ; total 540 abstracts run twice yearly
- Licencing City vehicles – 200 vehicles done once a year; MTO paperwork & arrange emissions on appropriate vehicles for that year
- Setting up and monitoring accident and related files – processing documentation to appropriate departments & charge invoices appropriately
- Increased in invoice payments – present inventory 670 vehicles/equipment doubled since 2000 - 385
- Ministry of Transportation audits – done once a year, a few days notice
- Driver files and training information – must be up to date, accessible and accurate for MTO audit
- Proper record keeping to prevent fines by MTO -- unsatisfactory audit could result in commercial vehicles (approx. 85) having licence plates removed/suspended; large fines

The Permanent Part Time Clerk will perform the following duties:

- Maintaining filing system for vehicles (670 files), administration (110 files), supplier (100 files) and driver files (540 files) – closing files & preparing them for archives; all paperwork and up-to-date data for retrieval

- Assisting staff with emergency requests such as keys, forms and giving information – assisting anyone who comes to the counter; issuing/control of spare vehicles keys; answering general enquiries; opening mail and distributing to appropriate staff.
- Assisting in opening and closing work orders – creates, enters pertinent information regarding repairs and closes work orders
- Answering emergency and daily telephone calls – answering general enquiries, handling any emergency flat repairs and/or towing requests, radio repairs and processing paperwork. Tracking calls forwarded by Access Vaughan.
- And perform daily office related duties – is back up to the Fleet Clerks

Because of this increase, the fleet supervisor recommends that a Permanent Part Time Clerk be hired.

See Attachment Schedule “T”

**Alvin Boyce
Fleet Manager**

CITY OF VAUGHAN 2007 OPERATING BUDGET

Appendix VII - Schedule T

ALL NEW FULL TIME OR PART TIME CLERICAL AND TECHNICAL COMPLEMENT REQUEST

DO NOT INCLUDE IN THE BASE BUDGET DOLLAR SUBMISSION

Please check off if new complement relates to New Initiative/Service Level Adjustments Request ☐

POSITION TITLE:

Park Attendant

BASIC JOB DESCRIPTION:

Required for a turf crew in the summer and sidewalk snow clearing in the winter.

A detailed justification memo is required for new complement request. See Additional Resource Requests-Schedule T in Operating Budget Instructions for the framework.

FINANCIAL DETAILS

	Check Applicable Box		FTE	2007 BUDGET IMPACT
ALL NEW FULLTIME OR PART TIME CLERICAL AND TECHNICAL FULL TIME EQUIVALENT	Full Time <input type="checkbox"/> Yes	Clerical / Technical <input type="checkbox"/>		1
ESTIMATED SALARY GRADE AND STEP LEVEL	Grade <u>C</u>	Step <u>100%</u>		
OVERTIME PAY APPLICABLE (CIRCLE EITHER YES OR NO)	<input type="checkbox"/> Yes	<input type="checkbox"/>		
2006 BUDGETED SALARY				36,135
BENEFITS @ 25.5% FOR FULL TIME AND 13.5% FOR PART TIME CLERICAL & TECHNICAL				9,215
COMPUTER EQUIPMENT				
OFFICE EQUIPMENT AND FURNITURE				
OTHER EXPENSES				
OFFSETTING EXPENDITURE REDUCTIONS (Part Time Salaries, Professional Fees, etc.)				
OFFSETTING PART TIME FTE REDUCTION			FTE	()
REVENUE IMPLICATIONS FROM NEW FTE				
TOTAL NET BUDGETED IMPACT FOR 2007				\$45,345

DEPARTMENT: Parks and Forestry Operations

BUSINESS UNIT NUMBER 6810352, 6810353, 6810412

6810453

COMMISSIONER APPROVAL: _____

D2

CITY OF VAUGHAN 2007 OPERATING BUDGET

Appendix VII - Schedule T

ALL NEW FULL TIME OR PART TIME CLERICAL AND TECHNICAL COMPLEMENT REQUEST

DO NOT INCLUDE IN THE BASE BUDGET DOLLAR SUBMISSION

Please check off if new complement relates to New Initiative/Service Level Adjustments Request ☐

POSITION TITLE:

Arborist

BASIC JOB DESCRIPTION:

Required to maintain trees in the COV inventory. Including inspections, removals and hazardous tree issues

A detailed justification memo is required for new complement request. See Additional Resource Requests-Schedule T in Operating Budget Instructions for the framework.

FINANCIAL DETAILS

	Check Applicable Box			2007 BUDGET IMPACT
ALL NEW FULLTIME OR PART TIME CLERICAL AND TECHNICAL FULL TIME EQUIVALENT	Full Time <input type="checkbox"/> Yes	Clerical / Technical <input type="checkbox"/>	FTE	1
ESTIMATED SALARY GRADE AND STEP LEVEL	Grade <u>F</u>	Step <u>90</u> 100%		
OVERTIME PAY APPLICABLE (CIRCLE EITHER YES OR NO)	<input type="checkbox"/> Yes	<input type="checkbox"/>		
2006 BUDGETED SALARY				48,950
BENEFITS @ 25.5% FOR FULL TIME AND 13.5% FOR PART TIME CLERICAL & TECHNICAL				12,482
COMPUTER EQUIPMENT				
OFFICE EQUIPMENT AND FURNITURE				
OTHER EXPENSES				
OFFSETTING EXPENDITURE REDUCTIONS (Part Time Salaries, Professional Fees, etc.)				
OFFSETTING PART TIME FTE REDUCTION			FTE	()
REVENUE IMPLICATIONS FROM NEW FTE				
TOTAL NET BUDGETED IMPACT FOR 2007				\$61,432.00

DEPARTMENT: Parks and Forestry Operations

BUSINESS UNIT NUMBER 6830362, 6830367, 6830361

6810453

COMMISSIONER APPROVAL: _____

D3

**CITY OF VAUGHAN
2007 OPERATING BUDGET**

Appendix VII - Schedule T

**ALL NEW FULL TIME OR PART TIME CLERICAL
AND TECHNICAL COMPLEMENT REQUEST**

DO NOT INCLUDE IN THE BASE BUDGET DOLLAR SUBMISSION

Please check off if new complement relates to New Initiative/Service Level Adjustments Request ☐

POSITION TITLE:

Temporary Park Labourer

BASIC JOB DESCRIPTION:

Required for a turf crew during the summer months. Duties to include debris pick-up, cutting & trimming

A detailed justification memo is required for new complement request. See Additional Resource Requests-Schedule T in Operating Budget Instructions for the framework.

FINANCIAL DETAILS

		Check Applicable Box	2007 BUDGET IMPACT
ALL NEW FULLTIME OR PART TIME CLERICAL AND TECHNICAL FULL TIME EQUIVALENT	Full Time <input type="checkbox"/>	Clerical / Technical <input checked="" type="checkbox"/> yes	FTE 0.50
ESTIMATED SALARY GRADE AND STEP LEVEL	Grade <u>A</u>	Step <u>90%</u>	
OVERTIME PAY APPLICABLE (CIRCLE EITHER YES OR NO)	<input type="checkbox"/>	<input checked="" type="checkbox"/> NO	
2006 BUDGETED SALARY			\$18,390
BENEFITS @ 25.5% FOR FULL TIME AND 13.5% FOR PART TIME CLERICAL & TECHNICAL			\$2,482
COMPUTER EQUIPMENT			\$0
OFFICE EQUIPMENT AND FURNITURE			\$0
OTHER EXPENSES			\$0
OFFSETTING EXPENDITURE REDUCTIONS (Part Time Salaries, Professional Fees, etc.)			\$0
OFFSETTING PART TIME FTE REDUCTION		FTE ()	
REVENUE IMPLICATIONS FROM NEW FTE			\$0
TOTAL NET BUDGETED IMPACT FOR 2007			\$20,872

DEPARTMENT: Parks Operations

BUSINESS UNIT NUMBER 6810331 6810381

COMMISSIONER APPROVAL: _____



February 22, 2007

TO: John Henry

CC: Marlon Kallideen

Re: Revised justification for additional staff

The following positions are requested for 2007 in the Parks and Forestry section:

- 1 Park Attendant
- 1 Temporary Labourers
- 1 Arborist

Park Attendant and 1 Temporary Labourer

In 2007, 35 new hectares consisting of new parks, trail and storm water ponds will require maintenance. This increase in hectares in combination with the 20 hectares that were added to the department in 2006 has made it impossible to meet service standards without scheduling overtime. Therefore with the increase of over 50 hectares an additional crew is required in order to meet the demands of grass cutting during the summer months. It is necessary to increase the full-time complement by 1 and the seasonal temporary staff by 1 so we can adhere to our parks standards. Newly assumed subdivision in blocks 33, 25, 20, 17, 10, 15, 1, 26, 32, 23, 36, 27, 38, 39, 52, and 62 have increased the demands for sidewalk snow clearing as well.

memorandum

The following chart shows the past trends in the department as they relate to the grass cutting rotations. The departmental goals to provide quality, as outlined in the Park Standards manual, shows 10 days between visits

Year	Turf Crews	Ha/crew	Visits
2002	11	32	11
2003	11	42	13
2004	11	45	14.5
2005	12	42	12
2006	12	43	13
Purposed 2007	13	44	13

Arborist

The Forestry section requires an additional full-time Arborist to meet the demands of our increasing tree canopy. The forestry section is not able to maintain the departments response time for performing in-house arboriculture duties and inspections. Since 2003 the tree canopy has increased over 20% without a staff increase to support the maintenance. The number of work orders generated in Forestry has increased from 3009 in 2003 to over 7000 in 2006.

Trees and sidewalks in the 50 hectares of new parks and open space as well as newly assumed sub-divisions in blocks: 33, 25, 20, 17, 10, 15, 1, 26, 32, 23, 36, 27, 38, 39, 52 and 62 requires inspection and maintenance. Failure to address tree issues in a timely fashion has a negative impact to our residents. The issues with the Asian Long-horned Beetle has tremendously impacted the department and caused our service levels to decline further.



Appendix VII - Schedule V

New Initiatives/Service Level Adjustments Business Case

1) The Opportunity, Initiative or Option

Briefly outline the opportunity, initiative or option and describe why it is required. (E.g. service adjustment, service added, new initiatives etc.)

The need for an additional part-time Cultural Heritage Coordinator staff person is related to the implementation of the Maple Heritage Conservation District (reviewed and to be approved by the Committee of the Whole Agenda Report, December 11, 2006 Item 42).

The approval of the Maple Heritage Conservation District would result in the City having a total of three (3) heritage conservation districts (in addition to existing Heritage Districts of Thornhill and Kleinburg-Nashville). The requirements of a Part V or District Designation under the Ontario Heritage Act necessitates that all properties, heritage or contemporary, within a District, require application and approval under the Heritage Permit process for any changes or additions to the exterior of these properties. Culture staff are required to undertake a review of all changes to properties to assess whether they conform to the Heritage District Design Guidelines and issue Heritage Permit approvals either via Heritage Vaughan, Council or at the staff level (for minor changes) to property owners. The total number of properties now designated under Part V as a result of a third District will be approximately 467 properties.

At this time, one staff person is responsible for the Heritage Permit process in Vaughan: the Cultural Heritage Coordinator within Cultural Services Division. In addition, the position is responsible for other duties such as processing archeological clearances and requesting archeological assessments. Reviewing all development applications applied for through our Planning Department to assess whether heritage properties are impacted and make recommendations on the same. Administers the City's heritage property grant program. Prepares assessment reports, agendas and recommendations for Heritage Vaughan committee's review and approval. (Heritage Vaughan is a Council appointed statutory advisory committee as legislated through the Ontario Heritage Act). Identifies, assesses and prepares reports on heritage property in Vaughan. Also, the position coordinates the various heritage events and programs offered through the division.

An initial assessment has concluded that the current work load of the Cultural Heritage Coordinator is at maximum capacity and with the new Maple district the work load will only increase as it relates to work associated with the Heritage Permits to be reviewed for the Maple area.

In order to assure a level of customer services required within the City services, additional staff resources will be required. The delay of Heritage Permits can hold up other permits such as Building Permits and development planning approvals through the Planning Department.

Cultural Serv.

**2) Link to the Vaughan Vision**

Detail how the opportunity, initiative or option links with the Vaughan Vision Objectives. (2007 Vaughan Vision Map is included in Business Planning Instructions for reference purposes)

Section 4.6 of the Vaughan Vision encourages the preservation and enhancement of the natural and built heritage environment and encourages the preservation of significant historical structures and communities.

3) Stakeholder Impact

Detail if internal and external stakeholders are impacted by the opportunity, new initiative or option.

In order to assure a level of customer services required within the City services, additional staff resources will be required. The delay of Heritage Permits can hold up other permits such as Building Permits and development planning approvals through the Planning Department.

BUSINESS UNIT NUMBER: 210001. BUSINESS UNIT NAME: Cultural Services

Cultural Sv



Appendix VII-Schedule V

New Initiatives/Service Level Adjustments Business Case

4) Economic Impact Cost/Benefit Analysis

Detail the financial & non-financial costs and benefits for the new initiative, opportunity or option.

Costs:

(\$ dollars)

2007 operating costs to implement

\$39,300

See Attached schedule for details.

2008 Full year Impact

NA

Associated Capital costs:

NA

Other: Detail additional future cost requirements and any non-financial costs

NA

Benefits: Specifically outline the benefits e.g. Cost savings, revenues, value-added services, improved service, efficiencies, other.

In order to assure a level of customer services required within City services, additional staff resources will ensure Heritage Permits are issued in a timely manner. The delay of Heritage Permits can hold up other permits such as Building Permits and development planning approvals through the Planning Department.

Conclude as to why it is beneficial to act on the new initiative, opportunity or option

In order to assure a level of customer services required within City services, additional staff resources will ensure Heritage Permits are issued in a timely manner. The delay of Heritage Permits can hold up other permits such as Building Permits and development planning approvals through the Planning Department.

BUSINESS UNIT NUMBER: _____ BUSINESS UNIT NAME : _____



Appendix VII-Schedule V

New Initiatives/Service Level Adjustments Business Case

5. Consequences for not carrying out the initiative, opportunity or option:

Briefly illustrate the impacts for not carrying out the initiative, opportunity or option.

In order to assure a level of customer services required within City services, additional staff resources will ensure Heritage Permits are issued in a timely manner. The delay of Heritage Permits can hold up other permits such as Building Permits and development planning approvals through the Planning Department. This will negatively impact the City as it relates to service levels.

6. Performance Success Measures

Detail performance measures which will evaluate the success or failure of the opportunity, initiative or option in meeting Vaughan Vision Objective (Measure does not have to be in numerator/ denominator form).

Performance Measure to be tracked is the number of Heritage Permit applications/approvals:

7. Timelines (Implementation & Full Rollout)

Detail the time lines associated with the opportunity, initiative or option. Ensure it includes all stages including implementation and full rollout.

Maple Heritage Conservation District Approval by Council & Implementation December 18, 2006
December 18, 2006-Heritage Permit process begins immediately for Maple properties.
January 2007- new position hired to administer Heritage Permits.

BUSINESS UNIT NUMBER: 210001 BUSINESS UNIT NAME Cultural
Services:

Heritage Coordinator

CITY OF VAUGHAN

2007 OPERATING BUDGET

Appendix VII - Schedule T

ALL NEW FULL TIME OR PART TIME CLERICAL AND TECHNICAL COMPLEMENT REQUEST

DO NOT INCLUDE IN THE BASE BUDGET DOLLAR SUBMISSION

Please check off if new complement relates to New Initiative/Service Level Adjustments Request ☒

POSITION TITLE: PART-TIME CULTURAL HERITAGE COORDINATOR

BASIC JOB DESCRIPTION:

Responsible for evaluating properties of heritage value; preparing reports for Heritage Vaughan Committee; processing and administering Heritage Permits; Reviews changes to designated heritage buildings and provides approvals to changes. See Attachment for Job Description

A detailed justification memo is required for new complement request. See Additional Resource Requests-Schedule T in Operating Budget Instructions for the framework.

FINANCIAL DETAILS

2007 BUDGET
IMPACT

ALL NEW FULLTIME OR PART TIME CLERICAL
AND TECHNICAL FULL TIME EQUIVALENT

Check Applicable Box

Full Time ☐ PT ☐ Clerical / Technical ☐

FTE

0.69

ESTIMATED SALARY GRADE AND STEP LEVEL

Grade 7 Step START

OVERTIME PAY APPLICABLE (CIRCLE EITHER YES OR NO)

☐ YES ☒ NO

2006 BUDGETED SALARY

\$29,780

BENEFITS @ 25.5% FOR FULL TIME AND 13.5% FOR PART TIME CLERICAL & TECHNICAL

\$4,020

COMPUTER EQUIPMENT

\$2,500

OFFICE EQUIPMENT AND FURNITURE

\$3,000

OTHER EXPENSES

OFFSETTING EXPENDITURE REDUCTIONS (Part Time Salaries, Professional Fees, etc.)

OFFSETTING PART TIME FTE REDUCTION

FTE

()

REVENUE IMPLICATIONS FROM NEW FTE

TOTAL NET BUDGETED IMPACT FOR 2007

\$39,300

DEPARTMENT: CULTURAL SERVICES, DEPARTMENT OF RECREATION BUSINESS UNIT NUMBER 210001

COMMISSIONER APPROVAL:



December 18, 2006

From: Angela Palermo
Manager, Cultural Services

Re: New Complement Request: Part-time Cultural Heritage Coordinator

A Part-time Cultural Heritage Coordinator has been requested and approved to be included in the 2007 Budget as directed by Council at their meeting of December 18, 2006 (Re: Maple Heritage Conservation District Item).

The request comes as the new Maple Heritage Conservation District comes into affect with the approval by Council on December 18, 2006 of the District and its guidelines. This new heritage conservation district will be the third district as designated under Part V of the Ontario Heritage Act within the City of Vaughan. The Department of Recreation and Culture has identified the need for an additional part-time Heritage Coordinator in order to administer the Heritage Permit approval process related to the implementation of the Maple Heritage Conservation District in addition to existing Heritage Districts of Thornhill and Kleinburg-Nashville. The total number of properties now designated under Part V as a result of a third District will be approximately 467 properties.

The requirements of a Part V or District Designation under the Ontario Heritage Act necessitates that all properties, heritage or contemporary, within a District require application and approval under the Heritage Permit process for any changes or additions to the exterior of these properties. Culture staff are required to undertake a review of all changes to properties to assess whether they conform to the Heritage District Design Guidelines and issue Heritage Permit approvals either via Heritage Vaughan, Council or at the staff level (for minor changes) to property owners.

The part-time position is proposed as a Level 7 (part-time union rating) and a new job description that encompasses the job responsibilities is also attached that outlines the job functions of the position. In summary, the basic job function will be to review Heritage Permit applications related to the heritage conservation districts in Vaughan and assess heritage properties and make recommendations on the same.

attach.

memorandum

JOB DESCRIPTION

CT 32

CORPORATION OF THE CITY OF VAUGHAN

- I. **POSITION:** PART-TIME CULTURAL HERITAGE COORDINATOR
- II. **SUPERVISOR:** MANAGER OF CULTURAL SERVICES
- III. **DEPARTMENT:** RECREATION AND CULTURE DEPARTMENT
- IV. **DATE WRITTEN:** DECEMBER 6, 2006
- V. **DATE EVALUATED:**
- VI. **BASIC JOB FUNCTIONS:**

Responsible for identifying, researching and evaluating properties of architectural and / or historical significance; preparing building evaluation and designation reports, as assigned; and reviews and issues Heritage Permit applications as it relates to the City's Heritage Conservation Districts. Provides recommendations on the administration, assessment and preservation of the City's heritage and cultural resources. Develops and implements cultural heritage programs in the community.

VII. **JOB RESPONSIBILITIES:**

- 1. Reviews and comments on development and / or re-development proposals and inquiries as related to Vaughan's Heritage Programs including Heritage Permits as it relates to the City's Heritage Conservation Districts.
- 2. Inspects properties to determine architectural and/or historical significance and makes recommendations with respect to designation and preservation.
- 3. Interprets and implements the Ontario Heritage Act as it relates to identification, preservation and designation of heritage properties including prepares by-laws and notices for publication, maintains the City's Register of Designated Buildings, as required under the Act and maintains and revises the City's Inventory of architecturally and/or historically significant buildings.
- 4. Reviews and evaluates applications from property owners for funding from municipal and provincial programs including researching; identifies and secures government grants etc., monitors resulting work to ensure compliance and completion of the program(s) guidelines and preservation standards and ensures necessary follow-ups and reporting requirements are completed.
- 7. Plans and coordinates promotional and marketing activities / events including preparation of

press releases, and displays to encourage and promote public interest and awareness of the City's heritage resources and cultural opportunities.

8. Develops and coordinates cultural and heritage events, workshops and educational programs to create awareness and enhance learning of Vaughan's cultural heritage.
10. Provides photographic documentation of Vaughan's architectural heritage for use in designation reports, displays, etc.
11. Liaises with owners of heritage properties, responds to enquiries, resolves problems and responds to complaints from the general public, civic administration, community groups, local elected representatives, consultants and external agencies with respect to the conservation of heritage resources.
13. Provides evidence before the Conservation Review Board and the Ontario Municipal Board, as required.
14. Performs other related duties that may occur in an unplanned or emergency situation.

VIII. EDUCATION & EXPERIENCE REQUIREMENTS:

1. University Degree in Architectural History, Planning, Geography, Education or suitable equivalent.
2. Minimum three (3) years' experience in primary source research and heritage conservation. Experience as a museum Curator providing public education programs considered an asset.
3. Thorough working knowledge of the Ontario Heritage Act, Planning Act, Building Code and Canadian Architectural History.
4. Excellent marketing, communication, interpersonal, research and report writing skills.
5. Valid Ontario Class "G" driver's license, in good standing and a reliable vehicle to use on corporate business.
6. Availability to work flexible hours; some evening and weekend work will be required.

☐ Incumbent*

*I have seen this job description

Manager

Department Head

City Manager

Date

--	--



Appendix VII - Schedule V

New Initiatives Business Case

1) The Initiative

This initiative involves developing and implementing field level computing which would facilitate the creation of on-site data input of data from forestry site inspections into a database which could be utilized to generate work orders

2) Link to the Vaughan Vision

- A-1 Pursue Excellence in the Delivery of Core Services
- D-1 Enhance Productivity & Cost Effectiveness
- D-3 Enhance Technology & Pursue Innovation

3) Stakeholder Impact

The public stakeholder impact is that the inspection work information is automatically inputted into a database system real time when it is recorded. Council, senior management and staff will all have real time access to work orders which have been generated. Further, from a budgeting perspective, a more accurate work order count can be obtained. Further, work can be better managed and organized when all work orders have been inputted into the system.

BUSINESS UNIT NUMBER:

BUSINESS UNIT NAME:

Parks Operations



Time for Forestry

Appendix VII Schedule V

New Initiatives/Service Level Adjustments Business Case

4) Economic Impact Cost/Benefit Analysis

Costs:

(\$ dollars)

2007 operating costs to implement:

- Blackberry equipment – per unit \$ \$50
- x 2 units = \$118
- Monthly air time cost – per unit \$ 70.00 x 2
- (units) x 12 (months)
- Information technology set up cost and development *\$30,000.00

TOTAL: \$31,798.00

* (if done in conjunction with By-Law project with Frank Fazzari)

2008 Full year Impact:

- Monthly air time cost – per unit \$ 70.00 x 2 x 12

TOTAL \$1,680.00**Associated Capital costs:**

N/A

Other:

N/A

Benefits:

Improved efficiency in inputting data from the field into a generated work order. It takes approximately 7 minutes to open and close a work order. Approximately 4,800 work orders were opened and closed in 2005. This equals a savings of 33,600 minutes or 560 hours or 80 days.

Also, it takes 10 minutes to find a non-inputted work order. With approximately 3200 non-inputted work orders, this equals 32,000 minutes or 533 hours or 77 days.

Conclusion:

There are significant efficiency savings through the implementation of field based computing.



BUSINESS UNIT NUMBER: _____

BUSINESS UNIT NAME: _____

Appendix VII - Schedule V

New Initiatives/Service Level Adjustments Business Case

5) Consequences for not carrying out the initiative

If this initiative is not implemented, the status quo will be retained which will result in lost efficiency savings, and increased customer dissatisfaction through the inability to access real time information regarding work order status. Further, there is a risk of misplaced or lost work orders and an inability to provide a management tool to better manage the Forestry productivity through having access to information such as how many work orders were generated by each staff member.

6) Performance Success Measures

Potential performance measures which could be developed includes:

- Number of work orders developed by staff
- Throughput time on generating and closing a work order
- Number of calls from dissatisfied customers

7) Timelines (Implementation & Full Rollout)

The rollout of this initiative would be dependent upon Information Technology Management and whether a security link could be provided with field level data input and Corporate database retention. Further, this initiative is being explored with the Enforcement Services unit and thus would be timely to couple with this project to share development costs.

BUSINESS UNIT NUMBER: _____

BUSINESS UNIT NAME: Parks Operations

**City of Vaughan
2007 Operating Budget
Additional Resource Requests Summary By Commissioner**

Commissioner of Planning	Total	
Maintain Service Level Requests	140,439	140,439
Regulatory Requests	-	-
New Initiatives/ Enhanced Service Level Requests	-	-
Total Recommended Additional Resource Requests	\$140,439	\$140,439

**City of Vaughan
2007 Operating Budget**

Maintain Service Level Requests Summary

Commissioner of Planning

Department	Ref#	Description	Annual Budget Impact	Value-Added	Relationship to Vaughan Vision 2007
Development Planning	E1	GIS system upgrades to maintain productivity	3,800	Maintains mapping information and spatial database required for City's Office Plan etc.	Pursue Excellence in the Delivery of Core Services Plan, Maintain and Manage Growth Development Infrastructure Encourage Staff Learning & Growth
	E2	GIS Technician	68,435	To keep the GIS system current for auto mapping network, municipal addresses and converting information to digital formats	Pursue Excellence in the Delivery of Core Services Plan & Manage Growth Development Enhance Productivity & cost effectiveness Enhance Technology & Pursue Innovation
	E3	Urban Designer	79,390	Maintains the quality of urban design and built form	Pursue Excellence in the Delivery of Core Services Plan & Manage Growth Development Enhance Productivity & cost effectiveness
Building Standards	E4	Plan Examiner I (Architectural)	-11,186	To reduce service delivery interruption and maintain service delivery timelines	Pursue Excellence in the Delivery of Core Services
TOTAL MAINTAIN SERVICE LEVEL REQUESTS REQUIRE COUNCIL APPROVAL			\$140,439		
Complement value associated with Maintain Service Level Requests			\$136,639		

*Further information is provided in the maintain service level requests associated new complement detail sheet.

**City of Vaughan
2007 Operating Budget
Maintain Service Level Requests
Associated New Complement Detail**

Commissioner of Planning

Department	Position Description	Relates to New Initi	Status	Full Comp.	2007 FTE	Grade / Level	Rate / Level	OT Pay Y / N	2007 Salary	2007 Benefits	2007 Other	Offsetting Reductions	Annual Budget Impact
Development Planning	GIS Technician	N	FT	1.0	1.0	G	Start	N	\$48,950	\$12,485	\$7,000	\$0	\$68,435
	Urban Designer	N	FT	1.0	1.0	K	Start	N	\$59,670	\$15,220	\$4,500	\$0	\$79,390
Building Standards	Plan Examiner I (Architectural)	N	FT	1.0	-0.4	J	Start	Y	\$62,332	\$15,895	\$0	(\$89,413)	(\$11,186) (1)
TOTAL NEW COMPLEMENTS ASSOCIATED WITH MAINTAIN SERVICE LEVEL REQUESTS REQUIRE COUNCIL APPROVAL				3.0	1.6	-	-	-	\$170,952	\$43,600	\$11,500	(\$89,413)	\$136,639

Notes:

(1) This position is fully offset by the conversion of two part-time salary costs & benefits.



Appendix VII - Schedule U

Request for Increases in Expenses Other Than Allowable Increases

1) Description of the Increase

To allocate monies in the Computer Software Line for upgrades required by GIS Staff.

2) Link to Vaughan Vision Objectives

A1 – Pursue Excellence in the Delivery of Core Services.

A5 – Plan, manage and maintain, growth, development and infrastructure.

C1 – Encourage Staff Learning & Growth.

3) Financial Impact

Detail the 2007 initial increase, full year impact, etc.

This would account for a \$3,800.00 increase for the 2007 Budget.

BUSINESS UNIT NUMBER: 180440

BUSINESS UNIT NAME: DEVELOPMENT Planning

Appendix VII - Schedule U



Request for Increases in Expenses Other Than Allowable Increases

4) Associated Benefits

E.g. service levels maintained, long-term cost savings, improved productivity, etc.

The additional computer software funding request is needed to improve efficiency and productivity.

5) Implications of Not Receiving the Requested Amount

Lack of funding would impact productivity and service levels.

BUSINESS UNIT NUMBER: 180440 BUSINESS UNIT NAME :DEVELOPMENT

Appendix VII - Schedule U

Request for Increases in Expenses



The City Above Toronto

Other Than Allowable Increases

6) Justification Measures

Provide statistical analysis, performance measures & comparisons which demonstrate the need for the request.

The GIS Section of the Development Planning Department provides technical services for mapping information and maintains the spatial databases for the City's Official Plan, Zoning, By-law and parcel fabric. The budget increase is necessary to maintain level of productivity.

7) Other Relevant Comments

BUSINESS UNIT NUMBER: 180440 BUSINESS UNIT NAME: DEVELOPMENT

R:\SERI\WORKING\OFFICE COORDINATOR\BUDGETS\2007 YEAR\Appendix VII-sch U-Request for expenses other than allowable-computersoftware-draftingsec.doc

CITY OF VAUGHAN 2007 OPERATING BUDGET

Appendix VII - Schedule T

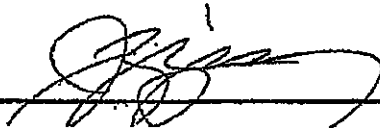
ALL NEW FULL TIME OR PART TIME CLERICAL AND TECHNICAL COMPLEMENT REQUEST.

DO NOT INCLUDE IN THE BASE BUDGET DOLLAR SUBMISSION

Please check off if new complement relates to New Initiative/Service Level Adjustments Request <input type="checkbox"/>			
POSITION TITLE: GIS TECHNICIAN			
BASIC JOB DESCRIPTION: Maintenance and operation of the Department's GIS (Geographic Information System), DTA (Development Tracking Application) and Computer Aided Drafting (CAD), including the auto mapping network, dept database, digital records and municipal address systems. A detailed justification memo is required for new complement request. See Additional Resource Requests-Schedule T in Operating Budget Instructions for the framework.			
FINANCIAL DETAILS			
	Check Applicable Box		2007 BUDGET IMPACT
ALL NEW FULLTIME OR PART TIME CLERICAL AND TECHNICAL FULL TIME EQUIVALENT	Full Time <input type="checkbox"/> FTE	Clerical / Technical <input type="checkbox"/>	FTE 1.00
ESTIMATED SALARY GRADE AND STEP LEVEL	Grade <u>G</u>	Step <u>start</u>	
OVERTIME PAY APPLICABLE (CIRCLE EITHER YES OR NO)	<input type="checkbox"/> YES	<input type="checkbox"/> NO	
2006 BUDGETED SALARY			\$48,947
BENEFITS @ 25.5% FOR FULL TIME AND 13.5% FOR PART TIME CLERICAL & TECHNICAL			\$12,237
COMPUTER EQUIPMENT			\$5,000
OFFICE EQUIPMENT AND FURNITURE			\$2,000
OTHER EXPENSES			
OFFSETTING EXPENDITURE REDUCTIONS (Part Time Salaries, Professional Fees, etc.)			
OFFSETTING PART TIME FTE REDUCTION			FTE ()
REVENUE IMPLICATIONS FROM NEW FTE			
TOTAL NET BUDGETED IMPACT FOR 2007			\$68,183

 DEPARTMENT: DRAFTING (Planning) BUSINESS UNIT NUMBER 180442

COMMISSIONER APPROVAL:





DATE: August 31, 2006

TO: John Zlpay, Commissioner of Planning

RE: Request for Staff Complement Increase – GIS Technician
2007 Draft Operating Budget – Development Planning Dept.

As part of the Development Planning Department's Operating Budget for 2007, a request is being made for an additional "GIS Technician" complement.

It is important to note that the City has experienced high growth rates in recent years, and it is anticipated that growth rates will continue to be high in the coming years. The number of GIS staff has remained fairly consistent over the past years in comparison to the substantial growth in population, businesses and industries that require the technical services of GIS staff for mapping information, street numbering, and municipal address changes. There is also increased requests by other City Departments for digital mapping information to complete their work, including to achieve corporate initiatives, which are often complex and involve a significant amount of staff time and resources to complete, and which often compete with initiatives to be completed for the Development Planning Department. For the first half of 2006 the total amount of time spent by the GIS Section involved in projects for other City Departments amounted to approximately 250 FTE hours between the 3 staff. This additional workload is impacting the ability of staff to complete the Department projects on time. It should also be noted that all services are converting from a paper format to a digital format, which requires significant time to input and maintain spatial databases for official plan, zoning by-law and parcel fabric, including keeping the Department's Development Tracking Application (DTA) system both efficient and up-to-date.

The volume of development applications processed by the Development Planning Department requires digitally formatted and information enhanced attachments for application circulations, staff reports, official plan and zoning by-law amendments, site plan and condominium agreements, and presentation materials for meetings and OMB Hearings, which are required to be completed within short and often competing time lines. The work performed by GIS staff also includes projects for the Policy Planning Department for their planning studies and block plans, which involve significant mapping and often requiring a substantial amount of time to generate and complete.

memorandum

GIS Staff in the Planning Department:

<i>Municipality</i>	<i>Population</i>	<i>No. of GIS Staff</i>
<i>Mississauga</i>	685,000	15
<i>Markham</i>	273,000	5
<i>Vaughan</i>	244,000	3
<i>Brampton</i>	435,000	4

The new complement of "GIS Technician" will ensure that the Department continues to provide quality customer service to our clients. The additional staff complement will allow the workload to be more evenly distributed amongst GIS staff, thereby ensuring a higher quality of work, less overtime and lieu time claims to complete time sensitive projects and to address an increasing demand on GIS services, and to ensure that work is processed within acceptable time lines.

If you have any questions, please call me.

Respectfully,



MARCO RAMUNNO

Director, Development Planning Department

MR/pr

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**CITY OF VAUGHAN
2007 OPERATING BUDGET**

Appendix VII - Schedule T

**ALL NEW FULL TIME OR PART TIME CLERICAL
AND TECHNICAL COMPLEMENT REQUEST**

DO NOT INCLUDE IN THE BASE BUDGET DOLLAR SUBMISSION

Please check off if new complement relates to New Initiative/Service Level Adjustments Request ☐

POSITION TITLE:

Urban Designer

BASIC JOB DESCRIPTION:

Responsible for the provision of urban design advice, including recommending and implementing strategies and goals to address the planning and physical development of the City ensuring accord with the public realm and natural environment. Provides resources for the progress and consideration of development proposals through expedite process, including with City and Regional Representatives and developers, determining requirements, providing architectural built form, site plan and landscape solutions.

A detailed justification memo is required for new complement request. See Additional Resource Requests-Schedule T in Operating Budget Instructions for the framework.

FINANCIAL DETAILS

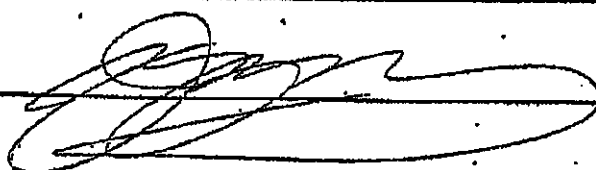
	Check Applicable Box			2007 BUDGET IMPACT
	Full Time FTE	Clerical / Technical	FTE	
ALL NEW FULL TIME OR PART TIME CLERICAL AND TECHNICAL FULL TIME EQUIVALENT	<input type="checkbox"/>	<input type="checkbox"/>	1.00	
ESTIMATED SALARY GRADE AND STEP LEVEL	Grade <u>K</u>	Step <u>start</u>		
OVERTIME PAY APPLICABLE (CIRCLE EITHER YES OR NO)	<input type="checkbox"/> YES	<input type="checkbox"/> NO		
2006 BUDGETED SALARY				\$58,689
BENEFITS @ 26.5% FOR FULL TIME AND 13.5% FOR PART TIME CLERICAL & TECHNICAL				\$14,917
COMPUTER EQUIPMENT				\$2,500
OFFICE EQUIPMENT AND FURNITURE				\$2,000
OTHER EXPENSES				
OFFSETTING EXPENDITURE REDUCTIONS (Part Time Salaries, Professional Fees, etc.)				
OFFSETTING PART TIME FTE REDUCTION			FTE ()	
REVENUE IMPLICATIONS FROM NEW FTE				
TOTAL NET BUDGETED IMPACT FOR 2007				\$79,086

DEPARTMENT: DEVELOPMENT

BUSINESS UNIT NUMBER

180440

COMMISSIONER APPROVAL:



E3



DATE: September 1, 2006
TO: John Zipay, Commissioner of Planning
RE: Request for Staff Complement Increase – Urban Designer
2007 Draft Operating Budget – Development Planning Dept.

As part of the Development Planning Department's Operating Budget for 2007, a request is being made for an additional "Urban Designer" complement.

It is important to note that the City has experienced high growth rates in recent years, and it is anticipated that growth rates will continue to be high in the coming years. It has become increasingly evident that the public and marketplace has come to demand and expect high quality communities. One factor that contributes to the livability of a community is the quality of the urban design and built form. Urban design and architecture constitute a critical element in the process of community building. Treatments that emphasize attractive streetscapes and a high quality pedestrian environment are now reflected in the marketplace.

The volume and complexity of development applications and associated processing work related to meetings, site visits, design guidance and policy implementation has impacted upon staff time to deliver urban design and landscape architecture services in a timely manner. The work performed by the Urban Design section also include projects for the Policy Planning Department for their planning studies, block plans and official plan amendments which involve significant professional urban design and landscape architecture analysis and input, and often requires significant time to complete.

memorandum

Total Number of Applications per Urban Designer for 2004 and 2005:

Municipality	Population	No. of Urban Design Staff	No. of Files(2004) (Site Plans and Subdivisions)	In 2004 (Files per Urban Designer)	No. of Files(2005) (Site Plans and Subdivisions)	In 2005 (Files per Urban Designer)
Mississauga	695,000	10	468	47	407	41
Markham	273,000	9	171	19	146	16
Vaughan	244,000	4	208	52	190	48
Burlington	151,000	5	139	27	106	21

The chart shows municipalities of comparable size with similar development activity. The chart identifies that other municipalities have more Urban Designers and are responsible for less applications per Urban Designer as compared to Vaughan.

In addition, Vaughan's Urban Designer also works on all of the items identified in the chart below on a daily basis, of which, the workload has increased significantly since 2003:

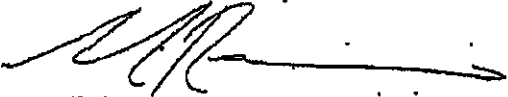
Total Number of Architectural/Urban Design Guidelines, Subdivision Landscape/Streetscape Plans, Environmental Reports Prepared by 4 Urban Designer staff members:

Types of Files	Year			
	2003	2004	2005	2006
Site Plans	192	192	179	189
Urban Design Guidelines	6	7	13	15
Architectural Control Guidelines	4	8	6	8
Streetscape/Landscape Construction Drawings	6	6	11	12
Subdivision/Landscape Drawings	21	34	43	66
Subdivision Assumption Inspections	19	28	36	39
Subdivision Completion Approval Insp.	25	37	45	47
Woodlot/Vegetation Assessments	9	21	32	17
Letters of Credit Release Inspections	47	44	51	69
Total	322	375	416	492

The new complement of "Urban Designer" will ensure that the Department continues to provide quality customer service to our clients. The additional staff complement will allow the workload to be more evenly distributed among staff, thereby ensuring a higher quality of work, less overtime and less time claims per individual to complete time sensitive projects, and will ensure that work is processed within acceptable time lines.

If you have any questions, please call me.

Respectfully,



MARCO RAMUNNO

Director, Development Planning Department

MR/pr

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DEC-07-2006 THU 11:12 AM BUILDING & STANDARDS

FAX NO. 9058328558

P. 03

CITY OF VAUGHAN
2007 OPERATING BUDGETDec. 4/06
Appendix VII - Schedule TALL NEW FULL TIME OR PART TIME CLERICAL
AND TECHNICAL COMPLEMENT REQUEST

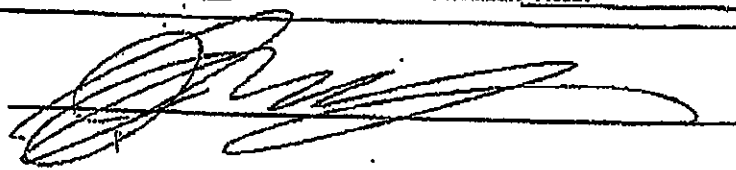
DO NOT INCLUDE IN THE BASE BUDGET DOLLAR SUBMISSION

Please check off if new complement relates to New Initiative/Service Level Adjustments Request <input type="checkbox"/>			
POSITION TITLE: Plans Examiner 1 (Architectural)			
BASIC JOB DESCRIPTION: The examination of building permit applications for compliance with the Ontario Building Code.			
A detailed justification memo is required for new complement request. See Additional Resource Requests-Schedule T in Operating Budget Instructions for the framework.			
FINANCIAL DETAILS			
	Check Applicable Box		2007 BUDGET. IMPACT
ALL NEW FULLTIME OR PART TIME CLERICAL AND TECHNICAL FULL TIME EQUIVALENT	Full Time <input type="checkbox"/>	Clerical / Technical <input checked="" type="checkbox"/>	FTE 1.00
ESTIMATED SALARY GRADE AND STEP LEVEL	Grade _____	Step _____	
OVERTIME PAY APPLICABLE (CIRCLE EITHER YES OR NO)	<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	
UNION IN LIEU (CIRCLE EITHER YES OR NO)	<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	
MGMT. /NON-UNION IN LIEU (CIRCLE EITHER YES OR NO)	<input type="checkbox"/> YES	<input type="checkbox"/> NO	
2006 BUDGETED SALARY			\$62,332
BENEFITS @ 25.5% FOR FULL TIME AND 13.5% FOR PART TIME CLERICAL & TECHNICAL			\$15,895
COMPUTER EQUIPMENT			\$0
OFFICE EQUIPMENT AND FURNITURE			\$0
OTHER EXPENSES			\$0
OFFSETTING EXPENDITURE REDUCTIONS (Part Time Salaries, Professional Fees, etc.)			(\$99,412.96)
OFFSETTING PART TIME FTE REDUCTION		FTE	(1.40)
REVENUE IMPLICATIONS FROM NEW FTE			N/A
TOTAL NET BUDGETED IMPACT FOR 2007			(\$11,186)

DEPARTMENT: Building Standards Department

BUSINESS UNIT NUMBER 110001

COMMISSIONER APPROVAL:



DEC-07-2006 THU 11:13 AM BUILDING & STANDARDS

FAX NO. 9058328558

P. 04



TO: John Henry, Acting Director of Budgeting and Financial Planning
FROM: Leo Grellette, Director of Building Standards Department
DATE: December 8, 2006
RE: New Complement Request - Plans Examiner 1 (Architectural)
(New Full-Time FTE)

Further to our conversation, the following is our justification for the conversion of the two (2) Part-Time Plans Examiner positions into one (1) Full-Time position

- The department was unable to successfully recruit part-time qualified staff. With recent amendments to the Ontario Building Code Act (Bill 124) only provincially qualified staff can examine plans submitted with building permit applications.
- The Part-Time salary offered by the City within the Part-Time Collective Agreement is not competitive in the market place. (Also, the salary offered in the Part-Time Collective Agreement equates to a salary less than provided for with the full-time City positions.)
- Part-Time examination staff would not be eligible for the Provincial or other approved Building Code Internship programs.
- Without the part-time Staff the department is finding it increasing difficult to consistently maintain service delivery times that are close to meeting the requirements of Bill 124 service delivery timelines. We believe that the continuous full-time position may well provide an equivalent work output to that of the two(2) part-time positions. This is particularly due to lack of interruptions in service delivery by the full-time position.
- The proposal represents a net savings of \$11,186

Should you have any questions please contact me at extension 8224.

Leo Grellette
Director of Building Standards Department

memorandum

E4 - 1

**City of Vaughan
2007 Operating Budget
Additional Resource Requests Summary By Commissioner**

**Commissioner of Economic/Technology
Development & Communications**

Total

Maintain Service Level Requests	40,000	40,000
Regulatory Requests	-	-
New Initiatives/ Enhanced Service Level Requests	-	-
<hr/>		
Total Recommended Additional Resource Requests	\$40,000	\$40,000

Note: Council approved City international partnerships & business development efforts for \$40,000 on F

**City of Vaughan
2007 Operating Budget**

Maintain Service Level Requests Summary

Commissioner of Economic/Technology Development & Communications

Department	Ref#	Description	Annual Budget Impact	Value-Added	Relationship to Vaughan Vision 2007
Economic & Business Development	F1	Tourism Coordinator- Contract base	0	Assists in development of tourism related programs	Promote Economic Development
	F2	City international partnerships & business development efforts	40,000	Maintains international presence within selected markets and access opportunities in new markets	Promote Economic Development
TOTAL MAINTAIN SERVICE LEVEL REQUESTS REQUIRE COUNCIL APPROVAL			<u>\$40,000</u>		

Complement value associated with Maintain Service Level Requests **\$0**

*Further information is provided in the maintain service level requests associated new complement detail sheet.

**City of Vaughan
2007 Operating Budget
Maintain Service Level Requests
Associated New Complement Detail**

Commissioner of Economic/Technology Development & Communications

Department	Position Description	Relates to New Initi	Status	Full Comp.	2007 FTE	Grade / Level	Rate / Level	OT Pay Y / N	2007 Salary	2007 Benefits	2007 Other	Offsetting Reductions	Annual Budget Impact	
Economic & Business Development	Tourism Coordinator- Contract base	N	PT/cont	1.0	1.0	D	Start	Y	\$37,900	\$9,667	\$4,845	(\$52,412)	(\$0)	(1)
TOTAL NEW COMPLEMENTS ASSOCIATED WITH MAINTAIN SERVICE LEVEL REQUESTS REQUIRE COUNCIL APPROVAL				1.0	1.0	-	-	-	\$37,900	\$9,667	\$4,845	(\$52,412)	(\$0)	

Notes: _____

(1) The contract full-time position will be funded by Vaughan Bash and advertising proceeds, as part of the Tourism strategy.

**City of Vaughan
2007 Operating Budget**

New Initiatives/Enhanced Service Level Requests Summary

Commissioner of Economic/Technology Development & Communications

Department	Ref#	Description	Annual Budget Impact	Value-Added	Relationship to Vaughan Vision 2007
Corporate Communications	F3	Annual Success Report (Annual success report initiative costs will be absorbed within the department's budget)	\$0	Better communicates and informs external stakeholders of City's initiatives and successes	Run Our City-Communicate Effectively Enhance Technology & Pursue Innovation
TOTAL NEW INITIATIVES/ENHANCED SERVICE LEVEL REQUESTS REQUIRING COUNCIL APPROVAL			\$0		

**CITY OF VAUGHAN
2007 OPERATING BUDGET**

Appendix VII - Schedule T

**ALL NEW FULL TIME OR PART TIME CLERICAL
AND TECHNICAL COMPLEMENT REQUEST**

DO NOT INCLUDE IN THE BASE BUDGET DOLLAR SUBMISSION

Please check off if new complement relates to New Initiative/Service Level Adjustments Request ☐

POSITION TITLE: Tourism Coordinator (approx. 4.5 year)

BASIC JOB DESCRIPTION:

The Tourism Coordinator is responsible for development of tourism-related programming, including development of collateral materials, website maintenance, events organization, business contact management, marketing and promotions, etc.

A detailed justification memo is required for new complement request. See Additional Resource Requests-Schedule T in Operating Budget Instructions for the framework.

FINANCIAL DETAILSCheck Applicable Box**2007 BUDGET
IMPACT**

ALL NEW FULLTIME OR PART TIME CLERICAL
AND TECHNICAL FULL TIME EQUIVALENT

Full Time

Clerical / Technical

FTE

☒☐

0.50

ESTIMATED SALARY GRADE AND STEP LEVEL

Grade 1

Step 1

OVERTIME PAY APPLICABLE (CIRCLE EITHER YES OR NO)

☒ YES☐ NO

2006 BUDGETED SALARY

\$48,988

BENEFITS @ 25.5% FOR FULL TIME AND 13.5% FOR PART TIME CLERICAL & TECHNICAL

\$4,838

COMPUTER EQUIPMENT

\$2,845

OFFICE EQUIPMENT AND FURNITURE

\$4,000

OTHER EXPENSES

\$1,000

OFFSETTING EXPENDITURE REDUCTIONS (Part Time Salaries, Professional Fees, etc.)

OFFSETTING PART TIME FTE REDUCTION

FTE

()

FUNDING FROM EXISTING ESTABLISHED SOURCES OF REVENUES (Discover Vaughan Bash, etc.)

(\$28,642)

Total Net Budgeted Impact for 2007 will be zero, as monies for salaries and benefits will be offset by reductions in program costs.

TOTAL NET BUDGETED IMPACT FOR 2007

\$0

1.0

37,900

9,667

2,845

1000

1000

(52,412)

0

DEPARTMENT: ECONOMIC & TECHNOLOGY DEV.

BUSINESS UNIT NUMBER

1905003.7010

COMMISSIONER APPROVAL:

F1

Recommended 5 Year Action Plan

2007	2007	2008	2008	2009
<ul style="list-style-type: none"> Hire Tourism Manager Develop Tourism Brochure Identify/Develop Packaging Identify Signage Opportunities Attend Selected Industry Events Assist Vaughan Tourism Advisory Committee Assist with Tourism Business Attraction 	<ul style="list-style-type: none"> Hire Tourism Coordinator Develop Tourism Ambassador Program Partner with Industry/Province/Region on Signage Initiatives Implement Packaging Opportunities Work with City to Develop Brand Increase Advertising Attend Selected Industry Events Assist Vaughan Tourism Advisory Committee Assist with Tourism Business Attraction 	<ul style="list-style-type: none"> Ambassador Program Kick-off Identify/Implement Opportunities to Grow Festivals FAM Tours for Tourism Investors Monitor and Respond to Signage Opportunities Continue to Develop Packaging Opportunities Continue with Branding Maintain Advertising Attend Selected Industry Events Assist Vaughan Tourism Advisory Committee Assist with Tourism Business Attraction 	<ul style="list-style-type: none"> Maintain Ambassador Program Implement Target Marketing Continue to Work with Grow Festivals FAM Tours for Tourism Investors Monitor and Respond to Signage Opportunities Continue to Develop Packaging Opportunities Continue with Branding Maintain Advertising Attend Selected Industry Events Assist Vaughan Tourism Advisory Committee Assist with Tourism Business Attraction 	<ul style="list-style-type: none"> Maintain Ambassador Program Implement Target Marketing Continue to Work with Grow Festivals FAM Tours for Tourism Investors Monitor and Respond to Signage Opportunities Continue to Develop Packaging Opportunities Continue with Branding Maintain Advertising Attend Selected Industry Events Assist Vaughan Tourism Advisory Committee Assist with Tourism Business Attraction
Budget: \$200,000 Bash (2004): \$100,000 Bash (2005): \$100,000	Budget: \$300,000 Vaughan: \$150,000 Bash: \$100,000 Advertising: \$50,000	Budget: \$300,000 Vaughan: \$150,000 Bash: \$100,000 Advertising: \$50,000	Budget: \$300,000 Vaughan: \$150,000 Bash: \$100,000 Advertising: \$50,000	Budget: \$300,000 Vaughan: \$150,000 Bash: \$100,000 Advertising: \$50,000

urbanMetrics Inc.
market, economic and strategic advisors



Appendix VII - Schedule U

Request for Increases in Expenses Other Than Allowable Increases

1) Description of the Increase

The purpose of the budget increase request for the Foreign Business Development account is to support the City's international partnerships and business development efforts.

Since 1991, the City of Vaughan has established an international presence through sister city relationships in 7 communities spanning Japan, China, Italy, Philippines and Israel. The purposes of these relationships are to promote economic development (i.e. expansion of market opportunities for local businesses); foster educational exchanges and build cultural ties. The maintenance of these relationships requires making and receiving visits to and from these cities on an ongoing basis. The 2006 Operating Budget was set at \$10K in recognition that 2006 was an election year and that there would be fewer exchange opportunities.

In addition to the sister city relationships, the City receives a number of incoming delegations from non-sister city locales. The unbudgeted expenditures from these delegations have an impact on department budgets.

In 2007, it is anticipated that there will be delegations travelling to Italy and Pacific Rim areas. The ETDD has also requested to explore partnership opportunities in the US.

2) Link to Vaughan Vision Objectives

This request is consistent with Vaughan Vision Goal A-4: Promote economic development.

3) Financial Impact

Detail the 2007 initial increase, full year impact, etc.

Current 2006 Operating Budget: \$10,000

Proposed 2007 Operating Budget: \$50,000

40,000

BUSINESS UNIT NUMBER: 1905008.7698 BUSINESS UNIT NAME: FOREIGN BUSINESS DEVELOPMENT



Appendix VI Schedule D

Request for Increases in Expenses Other Than Allowable Increases

4) Associated Benefits

E.g. service levels maintained, long-term cost savings, improved productivity, etc.

Requested budget will allow ETDD;

- To maintain and enhance an international presence within selected markets
- To deliver past service levels within established partnerships by maintaining a base level of contact and interaction with sister cities
- To assess economic development opportunities in new markets, i.e. US

5) Implications of Not Receiving the Requested Amount

- Foreign business development program languishes – lack of presence for Vaughan in International markets
- Maintenance of current international partnerships jeopardized
- Forego economic development opportunities – decreased assistance to Vaughan businesses in accessing international markets via local networks
- The current budget level does not provide for any significant delegation hosting beyond covering the costs of a meal and some transportation for the delegations.
- Outbound partnership events are not achievable with current budget since ETDD is required to cover staff travel costs, group transportation expenses, group meal expenses and other incidental fees.
- Required preparation of collateral materials for outbound visits, which require language translations, is not achievable with current budgets.

BUSINESS UNIT NUMBER: 1905008.7698 BUSINESS UNIT NAME : FOREIGN BUSINESS DEVELOPMENT



Appendix VII - Schedule U

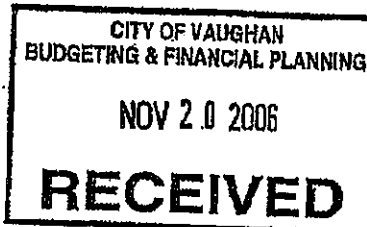
Request for Increases in Expenses Other Than Allowable Increases

6) Justification Measures

Provide statistical analysis, performance measures & comparisons which demonstrate the need for the request.

7) Other Relevant Comments

BUSINESS UNIT NUMBER: 1905008.7698 BUSINESS UNIT NAME: FOREIGN BUSINESS DEVELOPMENT



Date: November 17, 2006

To: John Henry
Budgeting & Financial Planning Department

From: Emilia Valentini
Economic & Technology Development Department

Re: **Foreign Business Development Account**

Further to your request for additional information justifying the increase to the Foreign Business Development budget, we anticipate the following work in 2007:

Outgoing Delegations:

Pacific Rim (Spring 2007) - \$15K
Italy (Fall 2007) - \$10K
US Exploratory Visits (Summer 2007) - \$3K

Events: \$10K

Lazio Week (Q4 2007)
Abruzzo (Q3 2007)

Incoming Delegations: \$12K

Ramla Student Delegation (Spring 2007)
Sanjo Delegation (Fall 2007)
Yangzhou (undetermined)
Bergamo (undetermined)
Parma (Q1 2007)

Please call me at Ext. 8427 should you have any questions. Thank you.

Emilia Valentini
Director of Economic Development

C Shirley Kam, Manager of Economic Development

memorandum



Appendix VII - Schedule V

New Initiatives/Service Level Adjustments Business Case

1) The Opportunity, Initiative or Option

Briefly outline the opportunity, initiative or option and describe why it is required. (E.g. service adjustment, service added, new initiatives etc.)

Annual Report

7135.02

At the direction of the City Manager and the Commissioner, Corporate Communications is being assigned responsibility for producing the City's Annual Report. It will be distributed in printed form to all households and posted to the City's website.

Since 2004, the City's financial statements have been posted to the City's website. No print version of an annual report (except for a few front counter hand-outs) has been produced since that date.

The proposed 2006 Annual Report, to be published in the 2Q of 2007, will include the City's financials and editorial content describing City milestones and achievements. Total budgeted cost of \$60,000 will cover design, layout, editorial, photography, printing and distribution.

2) Link to the Vaughan Vision

Detail how the opportunity, initiative or option links with the Vaughan Vision Objectives. (2007 Vaughan Vision Map is included in Business Planning Instructions for reference purposes)

D-4 Communicate Effectively

D-3 Enhance Technology & Pursue Innovation

3) Stakeholder Impact

Detail if internal and external stakeholders are impacted by the opportunity, new initiative or option.

- Better informs Vaughan residents of City programs and initiatives
- Provides communications vehicle for publishing the City's financials

BUSINESS UNIT NUMBER: 020002 BUSINESS UNIT NAME: Corporate Communications



Appendix VII-Schedule V

**New Initiatives/Service Level Adjustments
Business Case****4) Economic Impact/ Cost/ Benefit Analysis**

Detail the financial & non-financial costs and benefits for the new initiative, opportunity or option.

Costs:

(\$ dollars)

2007 operating costs to implement

\$60,000

2008 Full year Impact

\$60,000

Associated Capital costs:

None.

Other: Detail additional future cost requirements and any non-financial costs

Benefits: Specifically outline the benefits e.g. Cost savings, revenues, value-added services, improved service, efficiencies, other.

Improved service (see below)

Conclude as to why it is beneficial to act on the new initiative, opportunity or option

- Better informs Vaughan residents of City programs and initiatives
- Provides communications vehicle for publishing the City's financials

BUSINESS UNIT NUMBER: 020002 BUSINESS UNIT NAME : Corporate Communications



Appendix VII: Schedule V

New Initiatives/Service Level Adjustments Business Case

5) Consequences for not Carrying Out the Initiative, Opportunity or Option

Briefly illustrate the impacts for not carrying out the initiative, opportunity or option.

Missed opportunity to "communicate our opportunities and celebrate our successes."

6) Performance Success Measures

Detail performance measures which will evaluate the success or failure of the opportunity, initiative or option. In meeting Vaughan Vision Objective (Measure does not have to be in numerator/ denominator form).

7) Timelines (Implementation & Full Rollout)

Detail the time lines associated with the opportunity, initiative or option. Ensure it includes all stages including implementation and full rollout.

Delivery 2Q 2007

BUSINESS UNIT NUMBER: 020002 BUSINESS UNIT NAME : Corporate Communications

**City of Vaughan
2007 Operating Budget
Additional Resource Requests Summary By Commissioner**

Commissioner of Engineering & Public Works	Total	
Maintain Service Level Requests	369,961	369,961
Regulatory Requests	478,890	478,890
New Initiatives/ Enhanced Service Level Requests	-	-
Total Recommended Additional Resource Requests	\$848,851	\$848,851

**City of Vaughan
2007 Operating Budget**

Maintain Service Level Requests Summary

Commissioner of Engineering & Public Works

Department	Ref#	Description	Annual Budget Impact	Value-Added	Relationship to Vaughan Vision 2007
Develop't & Transport Engineering	G1	Manager-Development Inspection & Grading	98,810	Guidance to current staff in order to implement new initiatives to better process grading approvals and subdivision administration	Pursue Excellence in the Delivery of Core Services Plan & Manage Growth Attract, Retain & Promote Skilled Staff Build Positive Staff Morale Enhance Productivity & Cost Effectiveness
	G2	Storm Drainage Engineer	0	Provides expertise in storm water management and drainage issues; liaise with Ministries	Pursue Excellence in the Delivery of Core Services Safeguard Our Environment Plan & Manage Growth
Construction Engineer Serv.	G3	AutoCAD software upgrade & maintenance subscription fee	32,790	To facilitate the drafting and detailed design of engineering projects etc.	Manage Our Resources-Revitalize infrastructure where the tool will be used in the complete lifecycle of Engineering project
Construction Engineer Serv.	G4	Traffic Analyst	73,945	Perform traffic studies and respond to Council, resident and outside agency requests	Pursue Excellence in the Delivery of Core Services
Public Works	G5	Roads Division - Equipment Operator II	56,779	To meet the needs of the community and provide adequate maintenance service to the road platform	Pursue Excellence in the Delivery of Core Services Promote Commty Safety Health & Wellness Enhance Productivity & Cost Effectiveness Plan & Manage Growth Build Positive Staff Morale Safeguard our Environment
	G6	Roads Division- Equipment Operator I	109,637	To meet the needs of the community and provide adequate maintenance service to the road platform	Pursue Excellence in the Delivery of Core Services Promote Commty Safety Health & Wellness Enhance Productivity & Cost Effectiveness Plan & Manage Growth Build Positive Staff Morale Safeguard our Environment
TOTAL MAINTAIN SERVICE LEVEL REQUESTS REQUIRE COUNCIL APPROVAL			\$369,961		

Complement value associated with Maintain Service Level Requests \$337,171

*Further information is provided in the maintain service level requests associated new complement detail sheet.

**City of Vaughan
2007 Operating Budget
Maintain Service Level Requests
Associated New Complement Detail**

Commissioner of Engineering & Public Works

Department	Position Description	Relates to New Initl	Status	Full Comp.	2007 FTE	Grade / Level	Rate / Level	OT Pay Y / N	2007 Salary	2007 Benefits	2007 Other	Offsetting Reductions	Annual Budget Impact
Develop't & Transport Engineering	Manager-Development Inspection & Grading	N	FT	1.0	1.0	8	1	N	\$73,925	\$18,850	\$4,035	\$0	\$96,810
	Storm Drainage Engineer	N	FT	1.0	1.0	8	1	N	\$73,925	\$18,850	\$4,035	(\$96,810)	\$0 (1)
Construction Engineer	Traffic Analyst	N	FT	1.0	1.0	I	Start	Y	\$54,780	\$13,970	\$5,195	\$0	\$73,945
Public Works	Roads Division - Equipment Operator II	N	FT	1.0	1.0	D	Start	Y	\$45,240	\$11,539	\$0	\$0	\$56,779
	Roads Division- Equipment Operator I	N	FT	2.0	2.0	C	Start	Y	\$87,360	\$22,277	\$0	\$0	\$109,637
TOTAL NEW COMPLEMENTS ASSOCIATED WITH MAINTAIN SERVICE LEVEL REQUESTS REQUIRE COUNCIL APPROVAL				6.0	6.0	-	-	-	\$335,230	\$85,486	\$13,265	(\$96,810)	\$337,171

Notes:

(1) This position is fully funded from the Engineering Development Reserve.

**City of Vaughan
2007 Operating Budget**

Regulatory Requests Summary

Commissioner of Engineering & Public Works

Department	Ref #	Description	Annual Budget Impact	Value-Added	Relationship to Vaughan Vision 2007
Construction Engineering Services	G7	Infrastructure Analyst	\$28,890	Undertaking advanced strategic analysis to determine proactive repair and replacement of Infrastructure. Will assist with Bill 175 and PSAB requirements	Manage Our Resources-Revitalize Infrastructure
Public Works	G8	Underground streetlight power supply locates	\$450,000	To comply with Ontario Occupational Health & Safety Act by providing locates of its underground streetlight power cables supplies thereby reducing the chance of injury	Pursue Excellence in the Delivery of Core Services; Promote Community Safety, Health & Wellness
TOTAL REGULATORY REQUESTS REQUIRING COUNCIL APPROVAL			\$478,890		
Complement value associated with Regulatory Requests			\$28,890		

*Further information is provided in the regulatory requests associated new complement detail sheet.

**City of Vaughan
2007 Operating Budget
Regulatory Requests
Associated New Complement Detail**

Commissioner of Engineering & Public Works

Department	Position Description	Relates to New Initi	Status	Full Comp.	2007 FTE	Grade / Level	Rate / Level	OT Pay Y / N	2007 Salary	2007 Benefits	2007 Other	Offsetting Reductions	Annual Budget Impact	
Construction Engineering Serv.	Infrastructure Analyst	N	FT	1.0	1.0	I	Start	N	\$54,780	\$13,970	\$0	(\$39,860)	\$28,890	(1)
				1.0	1.0				54,780	13,970	0	(39,860)	28,890	

**TOTAL NEW COMPLEMENTS ASSOCIATED WITH REGULATORY
REQUESTS REQUIRE COUNCIL APPROVAL**

Notes:

(1) The position is offset by part-time salaries & benefits.

**CITY OF VAUGHAN
2007 OPERATING BUDGET**

Appendix VII - Schedule T

**ALL NEW FULL TIME OR PART TIME CLERICAL
AND TECHNICAL COMPLEMENT REQUEST**

DO NOT INCLUDE IN THE BASE BUDGET DOLLAR SUBMISSION

Please check off if new complement relates to New Initiative/Service Level Adjustments Request <input type="checkbox"/>			
POSITION TITLE: Manager, Development Inspection and Grading			
BASIC JOB DESCRIPTION:			
A detailed justification memo is required for new complement request. See Additional Resource Requests-Schedule T in Operating Budget Instructions for the framework.			
FINANCIAL DETAILS			
	Check Applicable Box		2007 BUDGET IMPACT
ALL NEW FULLTIME OR PART TIME CLERICAL AND TECHNICAL FULL TIME EQUIVALENT	Full Time <input checked="" type="checkbox"/>	Clerical / Technical <input type="checkbox"/>	FTE
ESTIMATED SALARY GRADE AND STEP LEVEL	Grade 3	Step 1	
OVERTIME PAY APPLICABLE (CIRCLE EITHER YES OR NO)	<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	
2006 BUDGETED SALARY			\$73,921
BENEFITS @ 25.5% FOR FULL TIME AND 13.5% FOR PART TIME CLERICAL & TECHNICAL			\$18,850
COMPUTER EQUIPMENT			\$1,632
OFFICE EQUIPMENT AND FURNITURE			\$1,400
OTHER EXPENSES			\$1,000
OFFSETTING EXPENDITURE REDUCTIONS (Part Time Salaries, Professional Fees, etc.)			
OFFSETTING PART TIME FTE REDUCTION		FTE	()
REVENUE IMPLICATIONS FROM NEW FTE			
TOTAL NET BUDGETED IMPACT FOR 2007			\$98,803

DEPARTMENT: DEVELOPMENT / TRANSPORTATION ENGINEERING BUSINESS UNIT NUMBER 2004001

COMMISSIONER APPROVAL:



**Schedule T
New Complement Request
Manager, Development Inspection and Grading
Development/Transportation Engineering Department**

Background

It is anticipated that 8,000-10,000 new homes will be built over the next few years. Lot grading review and approvals of applications (and subsequently associated homeowner complaints) need to be processed and dealt with. Approximately 60 - 80 subdivision agreements will be processed in 2006-2007. This is an increase of approximately 40% from the previous level. These subdivision agreements will need to be administered throughout the construction and building stages of the developments.

It is proposed that the four Municipal Service Inspectors associated with land development and presently assigned to the Engineering Services Department, be transferred to Development / Transportation Department along with the respective supervisory component related to this function. This move will provide better alignment of service focusing all inspection related duties for municipal services and lot grading control in one area. Similar job function and responsibilities in terms of subdivisions administration and site plan agreement will be resident in one area, under a single supervisor. Efficiencies of scale will also be realized as will staff and general public interrelationship.

Total Cost Being Requested

It is anticipated that additional revenue will be received through subdivision development agreements and new fees imposed on residential lot grading approval applications. This revenue from fees associated with lot grading approval processing is anticipated to be in the order of \$100,000 - \$200,000 per annum.

The New Complement and Total Cost Being Requested

Under the direction of the Director of Development / Transportation Engineering a Manager, Development Inspection and Grading (Grade 8 - Step 1) is requested as a new full time complement for the Development / Transportation Engineering Department.

The Manager, Development Inspection and Grading will provide direct guidance, support and assistance to current staff in order to implement new initiatives to better process grading approvals and subdivision administration. There will be a resulting increase in the level of customer service received by residents, business owners, developers and builders in the City of Vaughan associated with lot grading, letter of credit reductions / releases, and assumption requests.

The following core job responsibilities and associated key results of this position would be implemented to:

- * Provide direct supervision for four Municipal Inspectors, three Lot Grading Coordinators and one Senior Engineering Assistant (Development).
- * Perform development and subdivision servicing agreement administration including letter of credit reductions, completion approval processing and assumption requests.
- * Offer enhanced service to new homeowners regarding lot grading complaints.
- * Offer enhanced services to consultants and developers regarding subdivision construction.

Performance Measures / Statistical Analysis

The City of Vaughan is currently undergoing rapid development activities resulting in being one of the largest municipalities in the Region of York. In comparison to other local municipalities in the Region, we are experiencing one of the highest per annum rates of growth. A survey conducted of surrounding municipalities of similar size and growth including Brampton, Markham, Richmond Hill and Aurora shows that all these municipalities have a dedicated Lot Grading Supervisor coordinating the duties of the lot grading and development administration staff.

The municipal inspection, lot grading and development administration issues need to be effectively handled in order to provide quality customer service to our clients. The Manager in this role is required in order to deal with these issues in the Development / Transportation Engineering Department.

**CITY OF VAUGHAN
2007 OPERATING BUDGET**

Appendix VII - Schedule T

**ALL NEW FULL TIME OR PART TIME CLERICAL
AND TECHNICAL COMPLEMENT REQUEST**

DO NOT INCLUDE IN THE BASE BUDGET DOLLAR SUBMISSION

<i>Please check off if new complement relates to New Initiative/Service Level Adjustments Request</i>			
POSITION TITLE: Storm Drainage Engineer			
BASIC JOB DESCRIPTION:			
<i>A detailed justification memo is required for new complement request. See Additional Resource Requests-Schedule T in Operating Budget Instructions for the framework.</i>			
FINANCIAL DETAILS			
	<u>Check Applicable Box</u>		2007 BUDGET IMPACT
ALL NEW FULLTIME OR PART TIME CLERICAL AND TECHNICAL FULL TIME EQUIVALENT	Full Time <input checked="" type="checkbox"/>	Clerical / Technical <input type="checkbox"/>	FTE
ESTIMATED SALARY GRADE AND STEP LEVEL	Grade - 8	Step - 1	
OVERTIME PAY APPLICABLE (CIRCLE EITHER YES OR NO)	YES		
2006 BUDGETED SALARY			\$73,921
BENEFITS @ 25.5% FOR FULL TIME AND 13.5% FOR PART TIME CLERICAL & TECHNICAL			\$18,850
COMPUTER EQUIPMENT			\$1,632
OFFICE EQUIPMENT AND FURNITURE			\$1,400
OTHER EXPENSES			\$1,000
OFFSETTING EXPENDITURE REDUCTIONS (Part Time Salaries, Professional Fees, etc.)			
OFFSETTING FTE REDUCTION 3.5% Engineering Fee		FTE	96803
REVENUE IMPLICATIONS FROM NEW FTE			
TOTAL NET BUDGETED IMPACT FOR 2007			\$0

DEPARTMENT: DEVELOPMENT / TRANSPORTATION ENGINEERING	BUSINESS UNIT NUMBER: 2004001
--	-------------------------------

COMMISSIONER APPROVAL: _____

Schedule T
New Complement Request
Storm Drainage Engineer
Development/Transportation Engineering Department

Background

New legislation relating to environmental initiatives through the Ministry of Natural Resources, Ministry of the Environment and the Department of Fisheries and Oceans will make it incumbent upon the local municipalities to exercise due diligence with respect to the protection of the environment. In discussion with the Toronto Region Conservation Authority it is anticipated that certain requirements for storm water management, sediment and erosion control, fisheries habitat and wildlife protection will become increasingly more onerous on all levels of government and private developers. It is imperative that all local municipalities be informed of the current responsibilities and associated liabilities.

Currently, the City of Vaughan relies on the TRCA to undertake a majority of application reviews concerning storm water management issues related to development. The City of Vaughan is undergoing rapid development activities resulting in being one of the largest municipalities in the Region of York. Furthermore, the City will be expanding its urban boundaries to the City limits and it is imperative that new initiatives such as sub-watershed planning for these areas be done effectively. We are also assuming more storm water facilities as a result of urbanization of our greenfields.

Total Cost Being Requested

The total cost as described in the attached Schedule T for this position, Storm Drainage Engineer, is \$96,800. This cost includes an initial cost for computer hardware and software and office equipment. It is anticipated that the cost for the new FTE complement will be funded from the 3.5% of Engineering Fees; therefore, there will be no impact on taxation revenue for this position.

The New Complement and Total Cost Being Requested

Under the direction of the Manager of Development Services, the Storm Drainage Engineer (Grade 8 - Step 1) is requested as a new full time complement for the Development / Transportation Department.

This person will provide expertise in storm water management and drainage issues and liaise with various Ministries, Subcommittees and Agencies in order to address new initiatives and design standards in the operation and maintenance of existing City facilities and related matters such as the August 19, 2005 storm.

The following core job responsibilities and associated key results of this position would be implemented to provide:

- Storm water management development application review.
- City wide sub-watershed planning and water course analysis.
- Long-term maintenance and operations expertise for drainage pond facilities.

Performance Measures / Statistical Analysis

The City of Vaughan is currently undergoing rapid development activities and it is anticipated that this growth will continue, along with the expansion of the urban boundaries to the City limits, in the future.

In comparison to other local municipalities in the Region of York, the City of Vaughan is one of the few municipalities that currently has the Toronto Region Conservation Authority review storm water management matters relating to development applications on its behalf.

As well, pending legislation regarding sediment and erosion control and storm water management will increase the need for local municipalities to exercise increased due diligence in these drainage initiatives.



Appendix VI - Schedule U

Request for Increases in Expenses Other Than Allowable Increases

1) Description of the Increase

The Engineering Services Department uses AutoCAD software to facilitate the drafting and detailed design of Capital Engineering projects and contract construction drawings, drafting services for report attachments and survey base plan creation and Infrastructure Management. The version currently deployed within the department has not been upgraded since 2004 and will not be supported in the foreseeable future.

2) Link to Vaughan Vision Objectives

This additional funding request is directly aligned with Vaughan Vision 2007, B - Manage Our Resources, specifically, B3 - Revitalize Infrastructure where this software tool is used throughout the complete lifecycle of an Engineering Project from Preliminary Investigations, Design and Infrastructure Management, resulting in Engineering Design drawings that are issued for construction.

3) Financial Impact

The additional funding request is composed of an upgrade of our existing software licenses to the current version and annual maintenance fee for maintaining and support of the software from its vendor. The department will need to carry annually, the maintenance fee for the software and in return the vendor will automatically upgrade our software as new versions are released and include support.

This is standard practice for the software industry and complies with our Information Technology Management Department's policy to keep software current, supported and aligned with corporate operating systems.

The funding being sought is as follows:

AutoCAD Software Upgrade

AutoCAD Land Desktop R-2005 - Upgrade To Land Desktop R-2007	\$1,770.00
AutoCAD LDD And Civil R-2005 - Upgrade To Civil 3D R-2007	\$17,010.00
AutoCAD Survey R-2005 - Upgrade To Survey R-2007	\$1,660.00
AutoCAD LT R-2005 - Upgrade To LT R-2007	\$1,950.00
	<u>\$22,390.00</u>

AutoCAD Software Maintenance Subscription

AutoCAD Land Desktop R-2007 - Maintenance Subscription	\$760.00
AutoCAD Civil 3D R-2007 - Maintenance Subscription	\$8,190.00
AutoCAD Survey R-2007 - Maintenance Subscription	\$300.00
AutoCAD LT R-2007 - Maintenance Subscription	\$1,150.00
	<u>\$10,400.00</u>

BUSINESS UNIT NUMBER: _____ BUSINESS UNIT NAME: Const. Eng. Serv.

[Signature]
J. 19/10/06

G3



Appendix VII - Schedule U

Request for Increases in Expenses Other Than Allowable Increases

4) Associated Benefits

The latest version of the software is designed to work within our current and future computer operating systems and environments where our current version is quickly becoming outdated as our corporate systems continue to upgrade.

Carrying the annual maintenance fee will save the City approximately \$11,000.00 in version upgrading fees annually.

5) Implications of Not Receiving the Requested Amount

Vendor support for an out of date version of software will be discontinued.

BUSINESS UNIT NUMBER: _____ BUSINESS UNIT NAME: _____

Appendix VII - Schedule U

Request for Increases in Expenses Other Than Allowable Increases

6) Justification Measures

Performance is improved when software is synchronized with corporate operating systems designed to work in harmony resulting in efficiencies by Engineering staff that use the software and ITM staff that support its operation.

7) Other Relevant Comments

BUSINESS UNIT NUMBER: _____ BUSINESS UNIT NAME: _____

CITY OF VAUGHAN
2007 OPERATING BUDGET

Appendix VII - Schedule T

ALL NEW FULL TIME OR PART TIME CLERICAL
AND TECHNICAL COMPLEMENT REQUEST

DO NOT INCLUDE IN THE BASE BUDGET DOLLAR SUBMISSION

Please check off if new complement relates to New Initiative/Service Level Adjustments Request ☒

POSITION TITLE: Traffic Analyst

BASIC JOB DESCRIPTION: Prepares Council reports, resident responses and councilor memos; conducts traffic studies, schedules the APPR and radar message board programs, works with impact data in GIS, contract design/handling.

A detailed justification memo is required for new complement request. See Additional Resource Requests-Schedule T In Operating Budget Instructions for the framework.

FINANCIAL DETAILS

Check Applicable Box

2007 BUDGET
IMPACT

NEW FULL TIME OR PART TIME CLERICAL
AND TECHNICAL FULL TIME EQUIVALENT

Full Time ☒ Clerical / Technical ☒

FTE

1.0

ESTIMATED SALARY GRADE AND STEP LEVEL

Grade I Step 1

OVERTIME PAY APPLICABLE (CIRCLE EITHER YES OR NO)

YES ☒ NO ☐

100% BUDGETED SALARY

\$54,777⁰⁶

BENEFITS @ 25.5% FOR FULL TIME AND 13.5% FOR PART TIME CLERICAL & TECHNICAL

\$13,968¹³

COMPUTER EQUIPMENT

\$3,483⁰⁰

OFFICE EQUIPMENT AND FURNITURE

\$1,700⁰⁰

OTHER EXPENSES

OFFSETTING EXPENDITURE REDUCTIONS (Part Time Salaries, Professional Fees, etc.)

()

OFFSETTING PART TIME FTE REDUCTION

FTE

()

REVENUE IMPLICATIONS FROM NEW FTE

()

TOTAL NET BUDGETED IMPACT FOR 2007

\$73,938²¹

DEPARTMENT: Engineering Services

BUSINESS UNIT NUMBER 2054001

TRAFFIC ANALYST



September 7, 2008

TO: Gary Carroll
Director of Engineering Services

RE: 2007 Operating Budget
New Complement Request - Schedule T
Traffic Analyst

The Traffic Engineering of the Engineering Services Section is seeking approval for a Traffic Analyst within the 2007 Operating Budget. This position is responsible for preparing Council reports, preparing resident responses, attending Public Meetings, working with Neighbourhood Traffic Calming Committees, assists in conducting traffic movement counts, radar studies, infiltration studies, sight restriction reviews, school crossing guard studies, the set-up of the Automated Traffic Recorders (ATR's) equipment, collection and input of the sign inventory/traffic calming measures/traffic signal facilities through the City's GIS program, the set-up of the radar message board program and other day-to-day traffic work.

The current workload in the Traffic Engineering Division requires this new position to meet and respond to City Council, Councillor requests, Resident requests and outside agencies in a timely fashion.

As the City continues to grow both in commercial and residential development, the amount of traffic studies has increased over the past several years that has lead to reduced response times. The summary below outlines the number of requests and the average response times per request.

Year	Number of Requests	Average Response Time
2003	133	3 months
2004	287	5 months
2005	276	7 months

NOTE: Traffic staff are restricted carrying out specific traffic studies due to the time of the year. For examples: Radar studies are not completed during the winter months of December/January/February and possibly part of March, turning movement counts are not completed during the summer months of July & August.

With the above noted restrictions the backlog of traffic studies are apparent and also lengthens the time for each particular request.

The overtime hours for Traffic staff have increased over the years as well and can be contributed to the number of requests received due to the City's growth in commercial and residential growth.

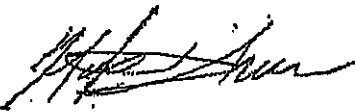
Attached is a copy of the overtime hours for each traffic position for the years 2004 and 2005. In this summary it also outlines the number of studies and hours that an outside agency did complete for Traffic Engineering to ensure responses were met in a timely fashion.

memorandum

This position is proposed to be a permanent full-time complement within the Traffic Engineering Division at a 1 Full Time Equivalent (FTE), with a budget impact of approximately \$73,938.00 that will need to be budgeted annually.

As the City continues its commercial and residential development and to meet and respond to City Council, Councilor Requests, Resident requests and outside agencies in a timely fashion this position is essential.

Should you have any questions, please do not hesitate to contact the undersigned.



Mike Dokman, C.E.T.
Supervisor Traffic Engineering

PUBLIC WORKS - ROADS DIV. PAGE 1 OF 5
CITY OF VAUGHAN
EQUIPMENT OPERATOR II
2007 OPERATING BUDGET

Appendix VII - Schedule T

ALL NEW FULL TIME OR PART TIME CLERICAL
AND TECHNICAL COMPLEMENT REQUEST

DO NOT INCLUDE IN THE BASE BUDGET DOLLAR SUBMISSION

Please check off if new complement relates to New Initiative/Service Level Adjustments Request ☐

POSITION TITLE:

Equipment Operator II

BASIC JOB DESCRIPTION:

See attached JD

A detailed justification memo is required for new complement request. See Additional Resource Requests-Schedule T in Operating Budget Instructions for the framework.

FINANCIAL DETAILS

Check Applicable Box

ALL NEW FULLTIME OR PART TIME CLERICAL
AND TECHNICAL FULL TIME EQUIVALENT

Full Time ☒ Clerical / Technical ☐

FTE

2007 BUDGET
IMPACT

1.00

ESTIMATED SALARY GRADE AND STEP LEVEL

Grade D Step 21.75

OVERTIME PAY APPLICABLE (CIRCLE EITHER YES OR NO)

☒ YES ☐

2006 BUDGETED SALARY

\$45,240

BENEFITS @ 25.5% FOR FULL TIME AND 13.5% FOR PART TIME CLERICAL & TECHNICAL

\$11,539

COMPUTER EQUIPMENT

OFFICE EQUIPMENT AND FURNITURE

OTHER EXPENSES

OFFSETTING EXPENDITURE REDUCTIONS (Part Time Salaries, Professional Fees, etc.)

OFFSETTING PART TIME FTE REDUCTION

FTE

()

REVENUE IMPLICATIONS FROM NEW FTE

TOTAL NET BUDGETED IMPACT FOR 2007

\$56,779

DEPARTMENT: Public Works - Roads

BUSINESS UNIT NUMBER 231

COMMISSIONER APPROVAL:

G5

CITY OF VAUGHAN
2007 OPERATING BUDGET

EQUIPMENT OPERATOR I

Appendix VII - Schedule T

**ALL NEW FULL TIME OR PART TIME CLERICAL
AND TECHNICAL COMPLEMENT REQUEST**

DO NOT INCLUDE IN THE BASE BUDGET DOLLAR SUBMISSION

Please check off if new complement relates to New Initiative/Service Level Adjustments Request ☐

POSITION TITLE: Equipment Operator I

BASIC JOB DESCRIPTION:

See attached JD

A detailed justification memo is required for new complement request. See Additional Resource Requests-Schedule T in Operating Budget Instructions for the framework.

FINANCIAL DETAILS

Check Applicable Box

**2007 BUDGET
IMPACT**

**ALL NEW FULLTIME OR PART TIME CLERICAL
AND TECHNICAL FULL TIME EQUIVALENT**

Full Time Clerical / Technical

FTE 2.00

ESTIMATED SALARY GRADE AND STEP LEVEL

Grade C Step 21

OVERTIME PAY APPLICABLE (CIRCLE EITHER YES OR NO)

2006 BUDGETED SALARY

\$87,360

BENEFITS @ 25.5% FOR FULL TIME AND 13.5% FOR PART TIME CLERICAL & TECHNICAL

\$22,277

COMPUTER EQUIPMENT

OFFICE EQUIPMENT AND FURNITURE

OTHER EXPENSES

OFFSETTING EXPENDITURE REDUCTIONS (Part Time Salaries, Professional Fees, etc.)

OFFSETTING PART TIME FTE REDUCTION

FTE ()

REVENUE IMPLICATIONS FROM NEW FTE

TOTAL NET BUDGETED IMPACT FOR 2007

\$109,637

DEPARTMENT: Public Works - Roads

BUSINESS UNIT NUMBER 231

COMMISSIONER APPROVAL:

G6



To: Budget Committee

From: Brian T. Anthony
Director of Public Works

Subject: Additional Complement – Roads Division

I am writing to provide additional information with respect to the request for an increase in the Roads Division complement.

As has been shown by the Business Plan, the number of assumed kilometers of roads has increased by almost 20% over the past 5 years, and is expected to grow even more significantly with the development of the large 3 blocks in the eastern portion of the City.

While the kilometers of road to maintain has increased, staffing levels of employees have not increased. The failure to maintain adequate staffing levels has resulted in provision of some services at a level that does not meet the needs of the community, or provide adequate maintenance services to the road platform itself. In addition, the City is now under stricter regulations concerning the hours of work for its commercial drivers, and this especially impacts our winter operations.

In order to rectify this downward trend, the Manager of Roads Maintenance Services, along with the two Roads Supervisors, have identified a total of 3 additional staff are necessary. These staff consist of:

- 1 Equipment Operator II position
- 2 Equipment Operator I positions

These staff are needed to operate the large and medium sized vehicles necessary for such things as roadway sweeping, asphalt repairs, road grading, road ploughing, litter and debris clean-up, ditch and culvert maintenance, sign installation and repair, etc..

Without the necessary increase in staff to properly maintain the City's assets, the road platforms will steadily degrade to a point where more costly rehabilitation and reconstruction will occur earlier than is necessary, resulting in increased spending over the long run. For these reasons, I support the request for 3 additional permanent staff.

Brian T. Anthony, CRS-S, C. Tech
Director of Public Works

c.c. Angelo Siracusa, Manager of Road Maintenance Services

memorandum

JOB DESCRIPTION

CORPORATION OF THE TOWN OF VAUGHAN

- I. POSITION: EQUIPMENT OPERATOR II
- II. SUPERVISOR: ROADS FOREPERSON
- III. DEPARTMENT: PUBLIC WORKS
- IV. BASIC JOB FUNCTION(S):

Responsible for operating, servicing and making minor repairs to graders, backhoes, front end loaders, belt loaders and all other vehicles and machinery used by the Town of Vaughan.

V. JOB RESPONSIBILITIES:

1. To operate graders to snow plough, and grade gravel roads.
2. To operate front end loaders and belt loaders to load trucks with sand, gravel and surplus material.
3. To operate backhoes for ditching, digouts, grave excavations and trenching.
4. To operate other vehicles and machinery, as required.
5. To service and make minor repairs to vehicles and equipment, as required.
6. To work overtime during snow storms and emergencies, when required.
7. To perform minor electrical welding and acetylene cutting, when required.
8. To perform other related duties, as assigned, that are in accordance with job responsibilities or necessary departmental or corporate objectives.

VI. EDDCATION AND EXPERIENCE REQUIREMENTS:

1. Grade IO graduate or equivalent.
2. Minimum of one (1) year related heavy equipment operation experience.
3. Class "D" drivers license, plus willingness to obtain Class "A" drivers license at the request and expense of the Department.

Supervisor

Incumbent

Date

G6-2

EQUIPMENT OPERATOR I

B 10

JOB DESCRIPTION

CORPORATION OF THE TOWN OF VAUGHAN

- I. POSITION: EQUIPMENT OPERATOR I.
- II. SUPERVISOR: ROADS FOREPERSON
- III. DEPARTMENT: TOWN ENGINEER'S - WORKS SECTION
- IV. BASIC JOB FUNCTION(S):

Responsible for operating, servicing and making minor repairs to trucks, four (4) ton or larger with ploughs and sanders; loaders, and other machinery used by the Town of Vaughan.

V. JOB RESPONSIBILITIES:

1. To operate trucks, four (4) ton or heavier, for ploughs, sanders, etc..
2. To operate tractors, loaders and other machinery, as assigned.
3. To service and make minor repairs to vehicles and equipment, as required.
4. To work overtime during snow storms and emergencies, when required.
5. To perform manual labour on various roads maintenance activities, when required.
6. To perform other related duties, as assigned, that are in accordance with job responsibilities or necessary departmental or corporate objectives.

VI. EDUCATION AND EXPERIENCE REQUIREMENTS:

1. Grade 10 graduate or equivalent.
2. Minimum of two (2) years' related equipment operation experience including one (1) year truck driving experience. (Four (4) ton or larger).
3. Class "D" drivers license, plus willingness to obtain Class "A" drivers license at the request and expense of the Department.

Supervisor

Incumbent

Date

G6-3

**CITY OF VAUGHAN
2007 OPERATING BUDGET**

Appendix VII - Schedule T

**ALL NEW FULL TIME OR PART TIME CLERICAL
AND TECHNICAL COMPLEMENT REQUEST**

DO NOT INCLUDE IN THE BASE BUDGET DOLLAR SUBMISSION

Please check off if new complement relates to New Initiative/Service Level Adjustments Request <input type="checkbox"/>			
POSITION TITLE: Infrastructure Analyst			
BASIC JOB DESCRIPTION: Coordinates and leads Infrastructure Management Services Projects including supporting tasks such as and not necessarily limited to inventory and condition data acquisition and maintenance, technology application and to undertake advanced strategic analysis through Life Cycle (LCCA) modeling of infrastructure and the maintenance analysis systems (e.g. dTIMS CT). <i>A detailed justification memo is required for new complement request. See Additional Resource Requests-Schedule T in Operating Budget Instructions for the framework.</i>			
FINANCIAL DETAILS			
	Check Applicable Box		2007 BUDGET IMPACT
ALL NEW FULLTIME OR PART TIME CLERICAL AND TECHNICAL FULL TIME EQUIVALENT	Full Time <input checked="" type="checkbox"/> Y	Clerical / Technical <input type="checkbox"/>	FTE 1.000
ESTIMATED SALARY GRADE AND STEP LEVEL	Grade 1	Step Start	
OVERTIME PAY APPLICABLE (CIRCLE EITHER YES OR NO)	<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	
2006 BUDGETED SALARY			\$54,780
BENEFITS @ 25.5% FOR FULL TIME AND 13.5% FOR PART TIME CLERICAL & TECHNICAL			\$13,970
COMPUTER EQUIPMENT			\$0
OFFICE EQUIPMENT AND FURNITURE			\$0
OTHER EXPENSES			\$0
OFFSETTING EXPENDITURE REDUCTIONS (Part Time Salaries, Professional Fees, etc.)			(\$39,860)
OFFSETTING PART TIME FTE REDUCTION			FTE 0.686
REVENUE IMPLICATIONS FROM NEW FTE			\$0
TOTAL NET BUDGETED IMPACT FOR 2007			\$28,890

DEPARTMENT: <u>Engineering Services</u>	BUSINESS UNIT NUMBER: <u>2054001</u>
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Revised Oct 27/06

COMMISSIONER APPROVAL: _____



The City Above Toronto

February 12, 2007

TO: Gary P. Carroll,
Director of Engineering Services

FROM: Denny S. Boskovski, C.E.T.
Supervisor, Infrastructure Management

RE: 2007 Operating Budget
New Complement Request – Schedule T
P 13 Infrastructure Analyst
Convert Position from Permanent Part Time to Permanent Full Time

Background

The Infrastructure Management Services section of the Engineering Services Department is responsible for serving the infrastructure data and mapping requirements of all divisions within the Engineering and Public Works Departments by administering the Infrastructure Management (IM) Systems – including strategic planning, application development and implementation, project management, data collection, maintenance and strategic analysis and capital planning of Infrastructure through Life Cycle Cost Analysis.

The Infrastructure Analyst position coordinates and leads Infrastructure Management Projects including tasks such as inventory data and technology application and undertake advanced strategic analysis and maintain analysis systems (e.g. dTIMS CT).

The current workload for the existing position has been benchmarked in working hours annually at 2,065 hours. Current staffing levels permit only 936 hours to be spent on this function annually. Further detail is shown below under Performance Measures & Statistical Analysis.

The new complement request is to convert from a permanent part time position to a permanent full time position. The position is directly aligned with Vaughan Vision 2007, B - Manage Our Resources, specifically, B3 – Revitalize Infrastructure by undertaking the advanced strategic analysis (includes predictive modeling of future condition indices and optimization of maintenance and rehabilitation strategies) to determine proactive repair and replacement of infrastructure resulting in improved financial efficiency and return on investment through life cycle costing for all infrastructure asset classes.

This position undertakes the works required to comply with regulatory requirements for maintenance and replacement planning and reporting of various classes of infrastructure such as roads, bridges, structures, water and wastewater systems imposed by the Highway Traffic Act, the Bridges Act, Bill 175, The Sustainable Water & Sewerage Act and Public Sector Accounting Board PS3150. All of these regulations

memorandum

INFRASTRUCTURE ANALYST

require on an ongoing basis that local governments develop an inventory of assets to be capitalized, determine original costs, calculate the accumulated depreciation from the time of acquisition, develop renewal/replacement strategies and develop policies and procedures to ensure that asset information is accurately recorded on a continuing basis.

Total Cost Being Requested

The conversion of this position from permanent part time to permanent full time equates to an increase in FTE of 0.314. The associated costs are broken down as follows:

Full Time Salary	\$54,780
Full Time Benefits	\$13,970
Computer Equipment	\$0
Office Equipment And Furniture	\$0
Other Expenses	\$0
Offsetting Expenditure Reductions (Part Time Salaries, Professional Fees, Etc.)	(\$39,860)
Total Cost in 2007	<hr/> \$28,890

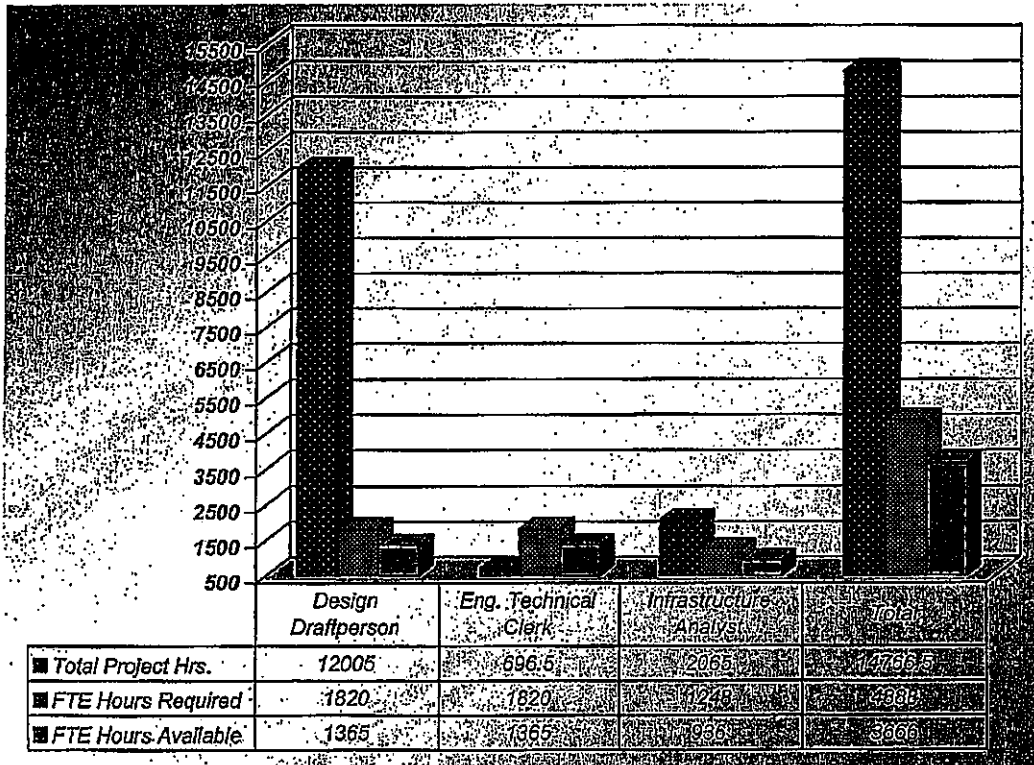
The position is proposed to be a permanent, full time compliment, therefore the above noted increase of \$24,415 will need to be budgeted annually.

Benefits & Savings

The additional FTE of 0.314 will complete the structure of the Infrastructure Management Services section and permit the position to function within the section's framework unabated. The position will be able to complete Life Cycle Cost Analysis for all classes of assets annually and produce Maintenance and Rehabilitative Programs for implementation in future Capital Budgets as per Vaughan Vision 2007, B - Manage Our Resources, specifically, B3 - Revitalize Infrastructure.

Performance Measures & Statistical Analysis

The chart below is an excerpt from the Engineering Services Business Plan and illustrates the shortfall of manpower required to keep our Infrastructure Management System current and serving the Commission and Corporation.



Should you have any questions or comments regarding this proposal, please feel free to contact the undersigned at anytime to discuss.

Yours truly,

Denny S. Boskovski
Denny S. Boskovski, C.E.T.
Supervisor, Infrastructure Management



The City Above Toronto

Appendix VII- Schedule U

Request for Increases in Expenses Other Than Allowable Increases

1) Description of the Increase

The request is for \$450,000, and is to cover the cost of providing underground street light power supply locates to companies and residents excavating or performing work within the City's road allowance.

As per the Occupational Health & Safety Act, Ontario Regulation 213/91 (as amended), Section 228 requires "The owner who is responsible for the excavation shall request the owner of the service to locate and mark the service."

The City owns the street light system, and as such, we are being contacted to provide locates for the underground power supply.

2) Link to Vaughan Vision Objectives

This ties into Vaughan Vision:

1. Pursue Excellence in the Delivery of Core Services; and,
2. Promote Community Safety, Health & Wellness

3) Financial Impact

Detail the 2007 Initial increase, full year impact, etc.

It is estimated that over 15,000 requests for locates will be received. Based on experience to date, the average cost per locate is \$30. This translates into approximately \$450,000 per year.

The actual annual cost will depend on the number of locates requested.

BUSINESS UNIT NUMBER: 2310225.7331 BUSINESS UNIT NAME : Streetlight Maintenance

PW - Roads



The City Above Toronto

Appendix VII- Schedule U

Request for Increases in Expenses Other Than Allowable Increases

4) Associated Benefits

E.g. service levels maintained, long-term cost savings, improved productivity, etc.

The benefits are that the City will comply with its obligation to provide locates of its underground streetlight power supply cables, thereby reducing the chance of electrocution or injury to those residents and contractors doing work in the City's road allowance.

This may also have a beneficial impact on reduced damage to the street light power supply cables, resulting in a system with less power outages and potentially less repairs.

5) Implications of Not Receiving the Requested Amount

The City will not be able to provide locates for its power supply cables to the street lights, and thereby may open itself up to costly litigation should someone get electrocuted or injured as a result thereof.

6) Justification Measures

Provide statistical analysis, performance measures & comparisons which demonstrate the need for the request.

As previously noted, Regulation 213/91 Section 228 clearly outlines the need for this request.

Notwithstanding the above, the following e-mail from Paul Rossi - PowerStream, indicates why they will not/cannot perform this service:

Rob,

Thank-you for your e-mail and for the information provided.

PowerStream as an LDC has to comply with OEB regulations. For some time there has been a debate as to whether or not an LDC such as PowerStream could provide street lighting services within the regulatory framework, in particular the Ontario Energy Board's Affiliate Relationships Code. The Ontario Energy Board has now, through its Chief Compliance Officer (CCO), made it clear that LDCs can not provide such services from their regulated business.

Locally where PowerStream is currently being paid to provide such service, we have served notice of termination. With PowerStream aware of the OEB's decision it cannot now knowingly undertake to accept



The City Above Toronto

to perform this type of work. Hence, I will be returning a copy of the faxed street light cable locate requests, numbering 106 in total, that PowerStream recently received from your contractor, Langley Utilities Contracting.

If you need further information or clarification please do not hesitate to call or write.

Regards,
Paul

7) Other Relevant Comments

BTA/