

**2008 CONSOLIDATED FINANCIAL STATEMENTS,
TRUST FUND STATEMENTS, AUDITOR'S REPORT AND
FOURTH QUARTER OPERATING VARIANCE REPORT**

Recommendation

The Deputy City Manager/Commissioner of Finance & Corporate Services, the Director of Financial Services and the Director of Reserves & Investments recommends:

1. That the following 2008 Financial Statement Overview report be received; and
2. That the 2008 Consolidated Financial Statements and Trust Fund Statements, (Attachment 1 and 1A) be received; and
3. That the Confidential Audit Findings report to Audit and Operational Review Committee for the year ended December 31, 2008 from KPMG (Attachment 2) be received; and
4. That the Fourth Quarter Departmental Operating Variance Report for 2008 (Attachment 3) be received.

Contribution to Sustainability

This is not applicable to this report.

Economic Impact

There is no economic impact as this is an information item.

Communications Plan

As required by the Municipal Act an advertisement will be placed in the local paper indicating that the 2008 Consolidated Financial Statement and Trust Fund Statement are available for pick up at the City, the financial statements will be published on the City's web page and in addition a condensed set of financial statements will be included in the City's annual successes report.

Purpose

To present the City's 2008 Consolidated Financial Statement package that includes the Vaughan Public Library and Trust Funds financial statements, the City's External Auditors (KPMG) Audit Findings Report and the 2008 Departmental Operating Variance Report for the Fourth Quarter.

Background - Analysis and Options

For the year ending December 31, 2008, attached is the City of Vaughan Consolidated Financial Statements, related notes and schedules (Attachment 1). The consolidated Financial Statements include the assets and liabilities of the City and the investment the Vaughan Hydro Corporations, the operations of the Current Fund including the Water and Wastewater Operations, Capital Fund Activity, Reserve Activity and the operations of the Vaughan Public Libraries. The Financial Statement package includes separate financial statements for the Vaughan Public Libraries and the City Trust Funds. The Trust Fund Financial Statements are not consolidated with the City Financial Statements.

Also attached is the Confidential KPMG Audit Findings Report (Attachment 2, Mayor, Members of Council Only), the year-end corporate and departmental operating variance report (Attachment 3) comparing actual operating results to the 2008 annual operating budget. The Financial

Information Return has been submitted to the Province on schedule including the MPMP schedules (Attachment 1A).

Accounting for Tangible Capital Assets – Update

Municipalities will be required to adopt the accounting and reporting recommendations of Public Sector Accounting Board (PSAB) regarding the accounting for municipal tangible capital assets. Capital assets consist of land, buildings, vehicles, equipment and infrastructure such as roads and water and wastewater assets. PSAB section 3150 requires municipalities to inventory and value all assets at their acquisition date, and amortize these assets over their useful life effective January 1, 2009. Currently, municipalities expense tangible capital assets in the year of acquisition. The City will need to adopt section 3150 in order to continue receiving an unqualified audit opinion on the Annual Financial Statements.

This change will be significant in terms of the identification of municipal assets, determination of their value and the remaining useful life of all the City's tangible Capital Assets. Reserves and Investments is co-ordinating the PSAB 3150 project and is assisting departments. To date, a draft tangible capital asset policy has been developed; departments have inventoried and valued tangible capital assets up to December 31, 2007. Reserves and Investments has purchased rights to a web based software "CityWide" that will hold the tangible capital asset inventory until departmental decisions are made on asset management systems. The next step is for Reserves and Investments to develop with individual departments change procedures to communicate annual additions and disposals of tangible capital assets to ensure continued PSAB 3150 compliance going forward.

Additional Note Requirement- Segment Disclosure

This year an additional note referred to as the segment disclosure note is required by the PSAB, section 2700. This note provides a further breakdown on the City's financial activities by fund and by operational component. It is based on the functional areas currently used in the City's financial statements. The additional financial information will assist readers of the financial statements to better understand the operations, complexities and financial resources required to govern and manage a diverse entity such as a municipality.

2008 Financial Overview

The City of Vaughan's 2008 Financial Statements demonstrate a continued strong position in many key financial areas that supports the Vaughan Vision 2020 strategic initiative for a financially sustainable future. These key areas include the City's reserve balances, investments in the Vaughan Hydro Corporations, user fees which continue to be a strong revenue base for the City, and the City's significant cash and investment levels as seen in Exhibit 1. This strong position is a result of Council's commitment to sound fiscal policies, including the adoption of fiscally responsible operating and capital budgets, the long range financial planning targets, establishment of new reserves and financial policies as required. Only through Council's ongoing support for these financial policies has the City been able to achieve this increased financial flexibility. This approach provides Council more control over increases in the municipal portion of the property tax rate, the timing and funding of capital projects now and into the future.

The following will provide a financial overview with respect to:

- The Corporation's Consolidated Balance Sheet as at December 31, 2008. The Consolidated Balance Sheet includes the results of the operations of the City, water and wastewater operations, capital fund, reserves and Hydro Vaughan Corporations.
- Also included is the review of the City's 2008 Corporate and Departmental Operating Variance Report, Attachment 3.

2008 CONSOLIDATED STATEMENT OF FINANCIAL POSITION

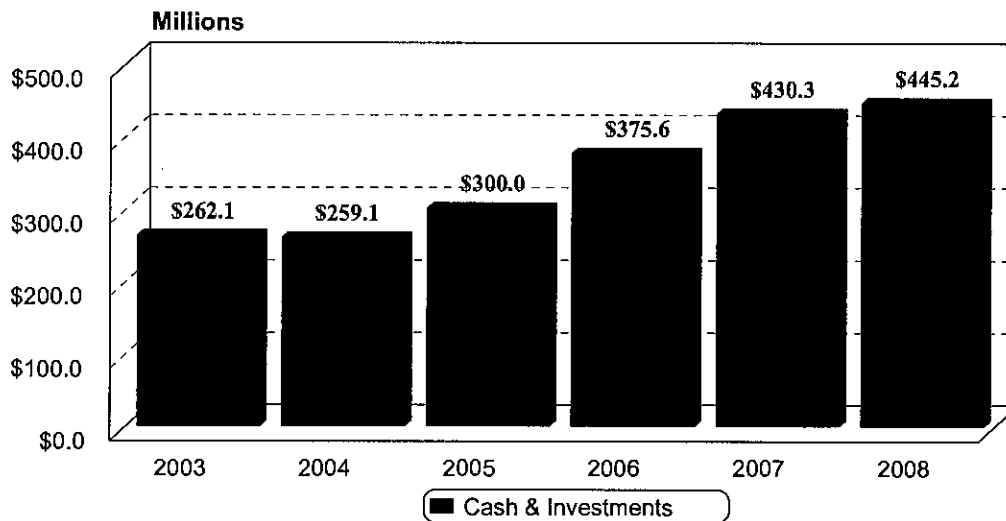
ASSETS

Cash and Investments

The cash balance, including outstanding investments is \$445.2m (2007 \$430.3m) at the end of 2008. The cash balance consists of cash and equivalents of \$360.2m and investments over 90 days totalling \$85.0m. The following graph (Exhibit 1) illustrates the significant improvement and strength in the City's cash and investments positions over the past number of years.

EXHIBIT 1

Financial Trend - Cash & Investments



Taxes Receivable

In 2008, taxes receivable totalled \$35.6m (\$37.8m 2007) a decrease of \$2.2 million. This significant decrease is attributable to a planned collection approach that is applied consistently and is sustained through out the year. The process includes regular mailings at strategic points during the year, business accounts not only receive collection letters but are also contacted directly by phone and a significant emphasis is placed on properties that enter the tax sale time frame of three years. A bench mark measurement used for property tax receivables is based on a percent to total levy. For 2008 there is a marked improved at 6.1% (6.8% 2007), indicating that property tax collections continue to be strong and the above strategy is working.

Water and Wastewater Receivable

In 2008, the water and wastewater receivables total \$10.9m (\$16.7m) a decrease of \$5.8m over 2007. The decrease is due to reduced billings due to excessive rainfall and changes in the City's joint services agreement with PowerStream that provides for the payment of water and wastewater billings on a month following basis.

Accounts Receivable / Other Current Assets

The City's accounts receivable totalling \$17.8m (2007 \$16.2m) comprise a wide range of monies owing from various levels of government, outside agencies, businesses, etc. More specifically, included in this figure are monies owing to the City for GST refunds, local improvements for various road or water works charged to property owners, fire call outs and other charges.

Investment in Hydro Vaughan Corporations

The Hydro Vaughan corporations consist of the Hydro Vaughan Holdings Inc., Vaughan Holdings Inc. (57% share of PowerStream), and Hydro Vaughan Energy Corporation, 1446631 Ontario Inc. The consolidation is based on the modified equity basis and is consistent with the generally accepted accounting treatment for government business enterprises. Under the modified equity basis, the business enterprise's accounting principles are not adjusted to conform to those of the city, and inter-organizational transactions and balances are not eliminated. The City recognizes its equity interest in the annual income or loss of the Hydro Vaughan Corporations in its Statement of Financial Activities with a corresponding increase or decrease in its investment asset account.

The City's investment in the Hydro Vaughan Corporations totals \$241.6m and is comprised of share capital of \$88.5m, notes receivable of \$93.9m, interest receivable of \$9.9m, accumulated earnings as at December 31, 2008 of \$38.5m and dividends/interest retained by Vaughan Holdings Inc. of \$10.8m.

LIABILITIES

Accounts Payable and Accrued Liabilities

In 2008 the total current liability balance was \$75.4m (2007 \$85.0m) a decrease of \$4.6m. These City liabilities represent accrued and general liabilities to suppliers and contractors, outside agencies, other governments, as a result of operating, capital fund activity and legislative financial obligations to the region and school boards.

Employee Future Benefit Liability

These liabilities consist of post employment retirement benefits of \$38.3m (2007 \$33.6m), vacation pay entitlements \$3.0m (2006 \$2.5m), and Workers Safety Insurance Board (WSIB) \$0.2m. Post employee retirement benefits are based on an actuarial study and represent the retirement benefits that have accrued over the service life of the employees to-date but not yet paid. This liability is paid out as the work force retires. Council created a reserve for post employees retirement benefits as part of a financial strategy in 2002 and this reserve now totals \$6.9m. The vacation pay liabilities are earned during the course of employment and WSIB value is based on an actuarial study and both of these liabilities are fully funded.

Deposits and Deferred Revenue

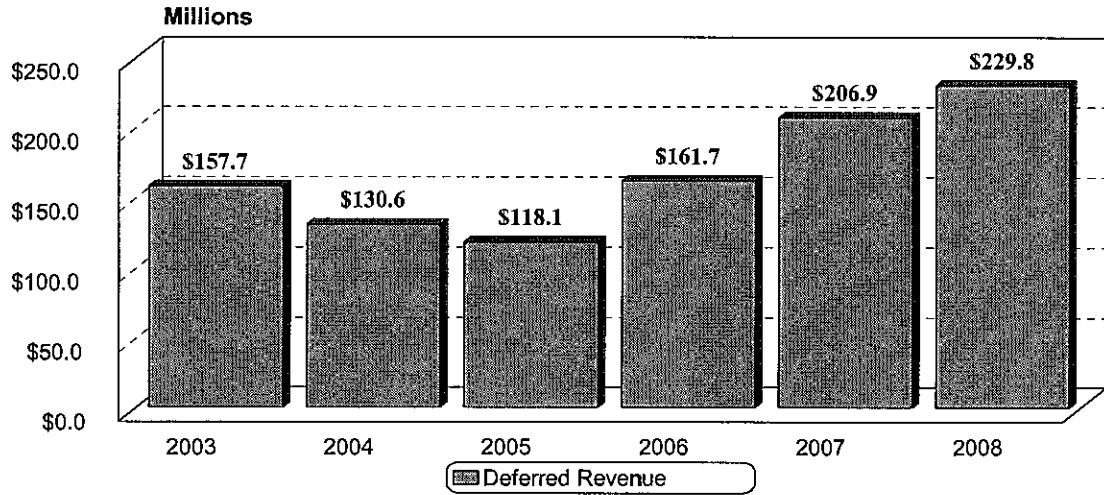
Deposits and deferred revenue total \$13.4m (2007 \$13.1m). This amount represents pre-paid funds held by the City for capital projects or various City services to be rendered in the future.

Deferred Revenue

Development charges and obligatory reserves in 2008 totals \$229.8m (2007 \$206.9m) an increase of \$22.9 million over 2007. This increase is a result of revenues from development charges, cash in-lieu receipts and contributions due to the Building Standards Act related to building permits and government grants. The majority of the increase is due to grants received from the Federal and Provincial governments. The grants applied for and received consist of the federal gas tax, provincial roads and bridge grant and investing in Ontario grant. The year-end funds on hand have not been adjusted for outstanding capital budgetary commitments.

EXHIBIT 2

Financial Trend - Deferred Revenue



Deferred Revenue is made up of Development Charges and Sub Divider Contributions

Debenture and Other Debt

Long-term liabilities consist of debenture debt and other debt which totals \$52.0m (2007 \$58.5m) and consists mainly of sinking fund debentures. The 2008 decrease in debt is attributable to the pay down of debentures over the course of the year. The annual principal and interest payments required to services these liabilities are well within the annual debt repayment limit as prescribed by the Ministry of Municipal Affairs and Housing.

MUNICIPAL FINANCIAL POSITION

The Municipal Position represents the net financial position of the City made up of future financial obligations, fund balances for Operating, Capital, Reserves and equity in the Hydro Corporations. The municipal financial position in terms of the Balance Sheet is the difference between assets and liabilities. This net figure represents a municipality's ability to meet the current and future financial needs of the community.

Amounts to be Recovered

These financial obligations are to be recovered in the future and total \$84.0m (2007 \$84.0m). The amounts to be recovered consist of:

Municipal Long Term Debt and Debentures	\$45.3 million
Post Employment Benefits	\$38.3 million
Accrued Debenture Interest	\$ 0.4 million

These amounts will be recovered from future revenues and the City's established reserves.

Current Fund

The current fund balance includes a carry forward for next year in the amount of \$2.5m as per the 2008 operating budget. Accrued interest on a note receivable from PowerStream reduces the balance by \$9.9m leaving a fund deficit of (\$7.4m). Under the PSAB standard, government business enterprises book dividend/interest on a cash basis only.

Capital Fund

The Capital Fund balance represents a net position of those capital projects that are in progress or completed for which funding is pending, partially received or not in place at this point and projects that have been pre-funded. At the end of 2008 the unfinanced balance totalled (\$15.2m) (\$17.9m) 2007). The net decrease is attributable to revenues of \$41.9m mostly in development charges and transfers of \$36.7m from reserves and the current fund. Debentures relating to capital projects will be issued and received over the next few years which will further reduce the unfinanced portion.

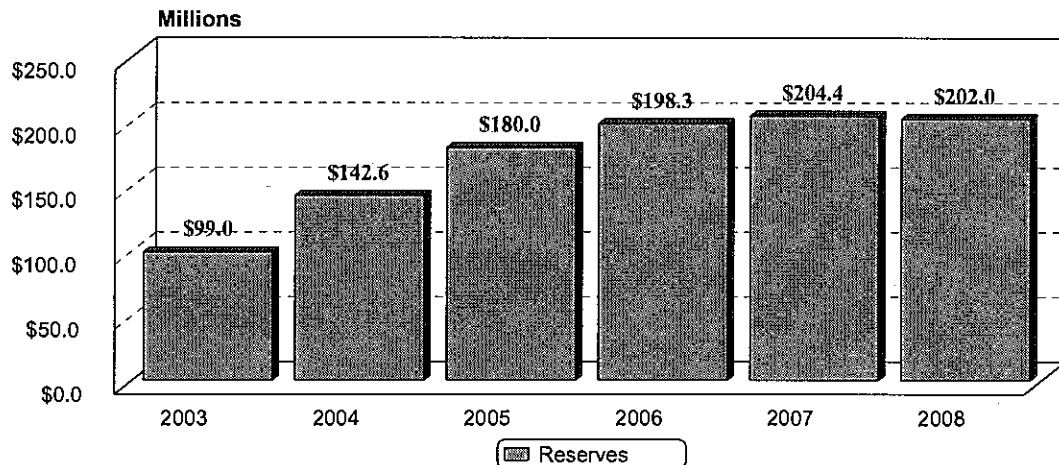
City Reserves

Reserves are discretionary funds set up by Council and their use is not restricted. In 2008 reserves totalled \$202.0m (2007 \$204.4m) a decrease of \$2.4m. This decrease is primarily attributed to the drawdown of funds for the new city hall construction. The balance of the reserves grew as result of reserve policies that provide for the continued preservation of the City reserves for the future. The reserves earned bank interest totalling \$5.2m (\$7.5m 2007).

Reserves continue to be steady as shown in Exhibit 3 below.

EXHIBIT 3

Financial Trend - Reserves



Without an adequate level of reserves, the municipality has limited alternatives but to raise the tax rate to fund unforeseen or extraordinary expenses, or when revenues decline. Reserves assist in moderating changes in the tax rate and are also established to provide adequate funding for the financial obligations and infrastructure requirements in the future.

The year-end funds on hand have not been adjusted for outstanding budgetary commitments. Reserve balances are expected to decline as these commitments are fulfilled.

Target - Discretionary Reserve Funds

The overall increase in reserves was possible as a result of Council's adoption of financial policies, including those that were approved in the Long Range Financial Planning Working Sessions. These policies and others will continue to contribute to the financial well being of the City as shown in 2008 results. However the policies must be reviewed continually to ensure they address all relevant issues each year.

Investment in Hydro Vaughan Corporations and PowerStream Inc.

The City has established corporations under the provisions of the Ontario Business Corporation Act and the City's ownership is as follows:

- Hydro Vaughan Energy Corporation; 100%
- Hydro Vaughan Holdings Inc; 100%
- 1446631 Ontario Inc; 100%
- Vaughan Holdings Inc. 100% (PowerStream Inc. 57%)

Following is the investment in the above established corporations:

	2008 (Million)	2007 (Million)
ASSETS		
Current Assets	\$ 210.5	\$ 175.3
Capital Assets	445.7	429.4
Regulatory and Other Assets	27.9	28.9
Goodwill	33.0	33.0
Total Assets	717.1	666.6
LIABILITIES		
Current Liabilities	121.1	138.8
Consumer Deposits	12.2	11.7
Debenture Payable	97.5	96.9
Bank Loan	50.0	0
Promissory Note - Markham	74.2	72.5
Other Liabilities	26.5	23.0
Total Liabilities	381.5	342.9
Town of Markham's Proportionate Share - PowerStream	(94.0)	(90.0)
Net Assets	\$ 241.6	\$ 233.7

The City's net increase of \$7.9m in equity share is comprised of the following transactions: earnings from the Hydro Corporations of \$10.0m, interest earned on the PowerStream note receivable \$4.7m and reductions of equity due to dividends received \$5.0m, a partial repayment of the notes receivable \$1.5m and accrued interest on the note receivable of \$0.3m.

Financial Information Return

The Financial Information Return (FIR) was submitted to the Province on schedule May 29, 2009 including the Municipal Performance Measurement Program schedules. The comparative 2008 MPMP schedules 91 and 92 are on Attachment 1A.

The MPMP process has evolved over the past few years with the continued refinement of the methodology and measurement indicators by the Province. As a result it makes the comparison of MPMP year over year difficult. The service areas are General Government, Fire, Police, Transportation, Water, Wastewater, Solid Waste Management, Land Use Planning, Social Services and/or Recreation and Library.

The cost component of the measurements or numerator is derived directly from the Financial Information Return. The statistical information or denominator for the measures was obtained from information available from the appropriate City department. This report will be made available to the Public via the City's website.

Relationship to Vaughan Vision 2020

This report is consistent with and supports the Vaughan Vision 2020 strategic initiatives under Management Excellence that ensures financial sustainability.

Regional Implications

There are no Regional Implications.

Conclusion

As a direct result of Council policies and Management's efforts, the financial resources of the municipality continue to improve.

Financial stability and strong reserve balances assists in creating the following:

- Financial flexibility for the municipality;
- Increased control over the municipal portion of the tax rate;
- Effective timing of capital projects;
- Generally sound municipal fiscal environment; and
- Positive awareness amongst the private sector, government and the community.

Notwithstanding the financial improvements that have been made, continued investment in the areas of buildings & facilities, roads, parks and other infrastructure must continue, to secure the City of Vaughan's financial future as outlined in Vaughan Vision 20/20.

Attachments

No. 1 - 2008 Consolidated Financial Statements and Trust Fund Statements (Available in Clerks Department)

No. 1A -Comparative MPMP schedules 91 & 92

No. 2 - Confidential KPMG Audit Findings Report (Mayor & Members of Council only)

No. 3 - Fourth Quarter Departmental Operating Variance Report for 2008

Report Prepared by:

Barry Jackson, CGA
Director of Financial Services, ext. 8272

Respectfully submitted,

Clayton D. Harris, CA
Deputy City Manager/
Commissioner of Finance & Corporate Services

Barry Jackson, CGA
Director of Financial Services

Ferrucio Castellarin, CGA
Director of Reserves & Investments

C I T Y O F V A U G H A N

2008 Performance Measures Summary Schedules 91 and 92

ATTACHMENT 1A

ATTACHMENT 1A

GENERAL GOVERNMENT

Service Area	Efficiency / Effectiveness Measure	Numerator	Denominator	Measure	Unit
GENERAL GOVERNMENT:					
<i>Efficiency:</i>					
0205 General Government	Operating costs for governance and corporate management as a % of total municipal operating costs	\$11,311,486 (operating costs for governance and corporate management)	\$207,551,035 (total municipal operating costs)	5.45%	% of Total Municipal Operating Costs spent on Governance & Corp. Mgmt.

PROTECTION SERVICES

Service Area	Efficiency / Effectiveness Measure	Numerator	Denominator	Measure	Unit
FIRE SERVICES:					
<i>Efficiency:</i>					
1102 Fire Services	Operating costs for fire services per \$1,000 of assessment	\$31,001,080 (operating costs for fire services)	42,526,197 (total property assessment / 1,000)	\$0.73	cost per \$1,000 of Property Assessment

C I T Y O F V A U G H A N

2008 Performance Measures Summary Schedules 91 and 92

TRANSPORTATION

Service Area	Efficiency / Effectiveness Measure	Numerator	Denominator	Measure	Unit
ROADWAYS:					
Efficiency:					
2107	Paved Roads Operating costs for paved (hard top) roads per lane kilometre	\$1,656,937 (operating costs for paved roads)	1,783 (total paved lane KM)	\$929.30	cost per Paved Lane Kilometre
2108	Unpaved Roads Operating costs for unpaved (loose top) roads per lane kilometre	\$249,000 (operating costs for unpaved roads)	52 (total unpaved lane KM)	\$4,788.46	cost per Unpaved Lane Kilometre
2204	Winter Control Operating costs for winter maintenance of roadways per lane kilometre maintained in winter	\$11,442,339 (operating costs for winter maintenance)	1,835 (total lane KM maintained in winter)	\$6,235.61	cost per Lane Kilometre Maintained In Winter
Effectiveness:					
2152	Adequacy of Roads Percentage of paved lane kilometres where the condition is rated as good to very good	1,783 (number of paved lane kilometres where the condition is rated as good to very good)	1,783 (total number of paved lane kilometres)	100.00%	percentage of paved lane kilometres rated as good to very good
2251	Effective Snow and Ice Control for Winter Roads Percentage of winter events where the response met or exceeded locally determined municipal service levels for road maintenance	33 (number of winter events where the response met or exceeded locally determined municipal service levels for road maintenance)	33 (total number of winter events)	100.00%	percentage of winter events where response met or exceeded locally determined municipal service levels for road maintenance

C I T Y O F V A U G H A N

2008 Performance Measures Summary Schedules 91 and 92

ENVIRONMENTAL SERVICES

Service Area	Efficiency / Effectiveness Measure	Numerator	Denominator	Measure	Unit
--------------	------------------------------------	-----------	-------------	---------	------

WASTEWATER:

Efficiency:

3110	Wastewater Collection	Operating costs for collection of wastewater per kilometre of wastewater main	801 (total KM of wastewater mains)	\$2,937,239 (operating costs for wastewater collection)	\$3,666.97	cost per Kilometre of Wastewater Main
------	-----------------------	---	---------------------------------------	--	------------	---------------------------------------

3108	Wastewater Treatment & Disposal	Operating costs for treatment and disposal of wastewater per megalitre	37,300 (total megalitres of wastewater treated)	\$24,316,141 (operating costs for wastewater treatment & disposal)	\$651.90	cost per Megalitre
------	---------------------------------	--	--	---	----------	--------------------

3109	Wastewater Collection, Treatment & Disposal (Integrated System)	Operating costs for the collection, treatment, and disposal of wastewater per megalitre	37,300 (total megalitres of wastewater treated)	\$27,253,380 (operating costs for wastewater collection, treatment & disposal)	\$730.65	cost per Megalitre
------	---	---	--	---	----------	--------------------

Effectiveness:

3154	Wastewater Main Backups	Number of wastewater main backups per 100 kilometres of wastewater main in a year	8 (total kilometres of wastewater mains / 100)	0 (total number of backed up wastewater connections)	0.0000	wastewater main backups per 100 kilometres of wastewater main in a year
------	-------------------------	---	---	---	--------	---

3155	Wastewater Bypasses Treatment	Percentage of wastewater estimated to have by-passed treatment	no data (total megalitres of treated wastewater plus estimated megalitres of untreated wastewater)	no data (estimated megalitres of untreated wastewater)	no data	percentage of wastewater estimated to have bypassed treatment
------	-------------------------------	--	---	---	---------	---

C I T Y O F V A U G H A N

2008 Performance Measures Summary Schedules 91 and 92

ENVIRONMENTAL SERVICES (Cont'd)

Service Area	Efficiency / Effectiveness Measure	Numerator	Denominator	Measure	Unit
STORM WATER:					
Efficiency:					
3207	Urban Storm Water Management	Operating costs for urban storm water management (collection, treatment, disposal) per km of drainage system	783 (total KM of urban drainage system plus (0.005 KM x # of catch basins))	\$1,535,590 \$1,961.16	cost per Kilometre of Drainage System
3208	Rural Storm Water Management	Operating costs for rural storm water management (collection, treatment, disposal) per km of drainage system	193 (total KM of rural drainage system plus (0.005 KM x # of catch basins))	\$383,897 \$1,989.10	cost per Kilometre of Drainage System
WATER:					
Efficiency:					
3307	Treatment of Drinking Water	Operating costs for the treatment of drinking water per megalitre	41,009 (total megalitres of drinking water treated)	\$23,851,828 \$581.63	cost per Megalitre
3310	Distribution of Drinking Water	Operating costs for distribution of drinking water per kilometre of water distribution pipe	819 (total KM of water distribution pipe)	\$4,762,682 \$5,815.24	cost per Kilometre of Water Distribution Pipe
3309	Treatment & Distribution of Drinking Water (Integrated System)	Operating costs for the treatment & distribution of drinking water per megalitre	41,009 (total megalitres of drinking water treated)	\$28,614,510 \$697.77	cost per Megalitre

C I T Y O F V A U G H A N

2008 Performance Measures Summary Schedules 91 and 92

ENVIRONMENTAL SERVICES (Cont'd)

Service Area	Efficiency / Effectiveness Measure	Numerator	Denominator	Measure	Unit
--------------	------------------------------------	-----------	-------------	---------	------

Effectiveness:

3452 Complaints - Garbage and Recycling Collection	Number of complaints received in a year concerning the collection of garbage and recycled materials per 1,000 households	2,821	77.68 (total households / 1,000)	36.316	complaints received in a year concerning the collection of garbage and recycled materials per 1,000 households
---	--	-------	-------------------------------------	--------	--

3552 Solid Waste Management Facility Compliance	Total number of solid waste management facilities owned by Municipality with a Ministry of Environment Certificate of Approval	1		1	number of solid waste management sites
--	--	---	--	---	--

3553 Solid Waste Management Facilities (not in compliance)	Number of days per year when a Ministry of Environment (MOE) compliance order for remediation concerning an air or groundwater standard was in effect for a municipally owned solid waste management facility	0		0	days a year an MOE compliance order or remediation in effect
---	---	---	--	---	--

3655 Diversion of Residential Solid Waste	Percentage of residential solid waste diverted for recycling	56,635	84,634 (total tonnes of residential solid waste disposed of & total tonnes diverted)	66.9%	% of residential solid waste that was diverted for recycling
--	--	--------	---	-------	--

C I T Y O F V A U G H A N

2008 Performance Measures Summary Schedules 91 and 92

PARKS AND RECREATION

Service Area	Efficiency / Effectiveness Measure	Numerator	Denominator	Measure	Unit
--------------	------------------------------------	-----------	-------------	---------	------

PARKS AND RECREATION:

Efficiency:

7102	Parks	Operating costs for parks per person	\$8,235,834 (operating costs for parks)	270,405 (total population)	\$30.46	**	cost per Person
7202	Recreation Programs	Operating costs for recreation programs per person	\$10,116,672 (operating costs for recreation programs)	270,405 (total population)	\$37.41	**	cost per Person
7303	Recreation Facilities	Operating costs for recreation facilities per person	\$11,110,710 (operating costs for recreation facilities)	270,405 (total population)	\$41.09	**	cost per Person
7305	Subtotal: Recreation Programs and Recreation Facilities	Operating costs for recreation programs and recreation facilities per person (Subtotal)	\$21,227,382 (operating costs for recreation programs and recreation facilities)	270,405 (total population)	\$78.50	**	cost per Person
7304	Subtotal: Parks, Recreation Programs and Recreation Facilities	Operating costs for parks, recreation programs and recreation facilities per person (Subtotal)	\$29,463,216 (operating costs for parks, recreation programs and recreation facilities)	270,405 (total population)	\$108.96	**	cost per Person

****NOTE: The Efficiency Measure "cost per person" does not take into account Revenues generated.**

SUPPLEMENTAL INFORMATION:

7202A	Recreation Programs	Operating costs net of revenue for recreation programs per person	(\$1,565,907.00) (operating costs less revenues for recreation programs)	270,405 (total population)	(\$5.79)	cost per Person
-------	---------------------	---	---	-------------------------------	----------	-----------------

C I T Y O F V A U G H A N

2008 Performance Measures Summary Schedules 91 and 92

PARKS AND RECREATION (Cont'd)

Service Area	Efficiency / Effectiveness Measure	Numerator	Denominator	Measure	Unit
Effectiveness:					
7152	Trails	Total kilometres of trails per 1,000 persons	50 (total kilometres of trails - owned by municipality and third parties)	270,405 (total population / 1,000)	0.185 Kilometres of trails per 1,000 persons
7155	Open Space	Heclares of open space per 1,000 persons (municipally owned)	893 (total heclares of open space - municipally owned)	270,405 (total population / 1,000)	3.302 heclares of open space per 1,000 persons (municipally owned)
Participant Hours for Recreation Programs:					
7251	Total hours for registered programs			1,058,226	
7252	Total hours for drop-in programs			2,701,216	
7253	Total hours for permitted programs			2,998,491	
7254	Sub Total			6,757,933	
7255	Participant Hours for Recreation Programs	Total participant hours for recreation programs per 1,000 persons	6,757,933 (total participant hours for recreation programs - registered, drop-in and permitted programs)	270,405 (total population / 1,000)	24,991,894 participant hours of recreation programs per 1,000 persons

C I T Y O F V A U G H A N

2008 Performance Measures Summary Schedules 91 and 92

PARKS AND RECREATION (Cont'd)

Service Area	Efficiency / Effectiveness Measure	Numerator	Denominator	Measure	Unit
Recreation Facility Space:					
7356	Indoor Recreation Facilities Square metres of indoor recreation facilities per 1,000 persons (municipally owned)	72,089	(square metres of indoor recreation facilities - municipally owned) 270,405 (total population / 1,000)	266.596	square metres of indoor recreation facilities per 1,000 persons (municipally owned)
7359	Outdoor Recreation Facility Space Square metres of outdoor recreation facility space per 1,000 persons (municipally owned)	677	(square metres of outdoor recreation facility space with controlled access & electrical or mechanical functions - municipally owned) 270,405 (total population / 1,000)	2.504	square metres of outdoor recreation facility space per 1,000 persons (municipally owned)
7357	Third Party Property (subject to joint use agreement, reciprocal agreement, lease)			13,208	square metres of indoor recreation facilities (owned by third parties)

C I T Y O F V A U G H A N

2008 Performance Measures Summary Schedules 91 and 92

LIBRARY SERVICES

Service Area	Efficiency / Effectiveness Measure	Numerator	Denominator	Measure	Unit
LIBRARY SERVICES:					
Efficiency:					
7403	Library Services Operating costs for library services per person	\$9,871,671 (operating costs for library services)	270,405 (total population)	\$36.51	cost per Person
7404	Library Services Operating costs for library services per use	\$9,871,671 (operating costs for library services)	5,495,815 (total library uses for your municipality)	\$1.80	cost per Library Use
Effectiveness:					
7451	Total Library Uses for your Municipality only			5,495,815	library uses
7452	Total Population			270,405	persons
7460	Library Services	Library uses per person	5,495,815 (total library uses)	270,405 (total population)	20.324 library uses per person
Type of Uses					
7461	Electronic Library Uses as a Percentage of Total Library Uses			21.3%	electronic library uses
7462	Non-Electronic Library Uses as a Percentage of Total Library Uses			78.7%	non-electronic library uses

C I T Y O F V A U G H A N

2008 Performance Measures Summary Schedules 91 and 92

PLANNING AND DEVELOPMENT

Service Area	Efficiency / Effectiveness Measure	Numerator	Denominator	Measure	Unit	
LAND USE PLANNING:						
Effectiveness:						
8170	Location of New Residential Development	Percentage of new residential units located within settlement areas	4,232 (number of new residential units located within settlement areas)	4,232 (total number of new residential units within the entire municipality)	100%	* % of new residential units are located within settlement areas

Number of new residential units within settlement areas (using building permit information):					
8171	New detached houses			1,662	*
8172	New semi-detached houses			237	*
8173	New row houses			317	*
8174	New apartments/condo apartments			1,138	*
8175	Sub Total			3,354	*

Number of total residential units (using building permit information):					
8171	New detached houses			1,662	*
8172	New semi-detached houses			237	*
8173	New row houses			317	*
8174	New apartments/condo apartments			1,138	*
8175	Sub Total			3,354	*

8163	Preservation of Agricultural Land In Reporting Year	Percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year	3,349 (hectares of designated agricultural land in the Official Plan as of December 31, 2007)	3,349 (hectares of designated agricultural land in the Official Plan as of January 1, 2007)	100.0%	% of land designated for agricultural purposes in the Official Plan that was preserved during the reporting year
8164	Preservation of Agricultural Land Relative to Base Year	Percentage of land designated for agricultural purposes which was not re-designated for other uses relative to the base year of 2000	3,349 (hectares of designated agricultural land in the Official Plan as of December 31, 2007)	4,546 (hectares of designated agricultural land in the Official Plan as of January 1, 2000)	73.7%	% of land designated for agricultural purposes in the Official Plan that was preserved relative to the base year of 2000

* Previous year results restated for year-over-year comparisons.

C I T Y O F V A U G H A N

2008 Performance Measures Summary Schedules 91 and 92

PLANNING AND DEVELOPMENT (Cont'd)

Service Area	Efficiency / Effectiveness Measure	Numerator	Denominator	Measure	Unit
8165	Number of hectares re-designated during reporting year	Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses during the reporting year		0	hectares that were re-designated from agricultural purposes to other uses during the reporting year
8166	Number of hectares re-designated since January 1, 2000	Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses since January 1, 2000		1,197	hectares that were re-designated from agricultural purposes to other uses since January 1, 2000
8167	Size of Settlement Area	Hectares of land in the settlement area as of December 31 of the reporting year		17,093	hectares of land in the settlement area as of December 31st of reporting year
8168	Change in Size of Settlement Area	Percentage change in the size of the settlement area relative to the base year of 2004	(hectares of land in the settlement area as of December 31, 2007 LESS the number of hectares of land in the settlement area as of January 1, 2004)	1.0%	increase (decrease) in the size of the settlement area relative to January 1, 2004

CITY COMPARATIVE

Attachment 1A

2008 compared to 2007 Performance Measures: Efficiency Schedule 91

Efficiency measures are defined as the ratio of input/output where input (numerator) is defined as operating costs and output (denominator) consists of total units, resulting in a measure of cost per unit.

GENERAL GOVERNMENT

Service Area	Efficiency Measure	2008 Measure	2007 Measure	Unit	
GENERAL GOVERNMENT:					
0205	General Government	Operating costs for governance and corporate management as a % of total municipal operating costs	5.45%	6.67%	% of Total Municipal Operating Costs spent on Governance & Corp. Mgmt.

PROTECTION SERVICES

Service Area	Efficiency Measure	2008 Measure	2007 Measure	Unit	
PROTECTION:					
1102	Fire Services	Operating costs for fire services per \$1,000 of assessment	\$0.73	\$0.70	cost per \$1,000 of Property Assessment

ROADWAYS

Service Area	Efficiency Measure	2008 Measure	2007 Measure	Unit	
ROADWAYS:					
2107	Paved Roads	Operating costs for paved (hard top) roads per lane kilometre	\$929.30	\$733.01	cost per Paved Lane Kilometre
2108	Unpaved Roads	Operating costs for unpaved (loose top) roads per lane kilometre	\$4,788.46	\$3,615.98	cost per Unpaved Lane Kilometre
2204	Winter Control	Operating costs for winter maintenance of roadways per lane kilometre maintained in winter	\$6,235.61	\$4,560.33	cost per Lane Kilometre Maintained in Winter

* Previous year results restated for year-over-year comparisons.

CITY COMPARATIVE

Attachment 1A

2008 compared to 2007 Performance Measures: Efficiency Schedule 91

ENVIRONMENTAL SERVICES

Service Area	Efficiency Measure	2008 Measure	2007 Measure	Unit	
WASTEWATER:					
3110	Wastewater Collection	Operating costs for collection of wastewater per kilometre of wastewater main	\$3,666.97	\$3,564.22	cost per Kilometre of Wastewater Main
3108	Wastewater Treatment & Disposal	Operating costs for treatment and disposal of wastewater per megalitre	\$651.90	\$591.00	cost per Megalitre
3109	Wastewater Collection, Treatment & Disposal (Integrated System)	Operating costs for the collection, treatment, and disposal of wastewater per megalitre	\$730.65	\$658.43	cost per Megalitre
STORM WATER:					
3207	Urban Storm Water Management	Operating costs for urban storm water management (collection, treatment, disposal) per km of drainage system	\$1,961.16	\$1,159.50	cost per Kilometre of Drainage System
3208	Rural Storm Water Management	Operating costs for rural storm water management (collection, treatment, disposal) per km of drainage system	\$1,989.10	\$1,155.67	cost per Kilometre of Drainage System
WATER:					
3307	Treatment of Drinking Water	Operating costs for the treatment of drinking water per megalitre	\$581.63	\$568.01	cost per Megalitre
3310	Distribution of Drinking Water	Operating costs for distribution of drinking water per kilometre of water distribution pipe	\$5,815.24	\$5,549.71	cost per Kilometre of Water Distribution Pipe
3309	Treatment & Distribution of Drinking Water (Integrated System)	Operating costs for the treatment & distribution of drinking water per megalitre	\$697.77	\$671.18	cost per Megalitre

CITY COMPARATIVE

Attachment 1A

2008 compared to 2007 Performance Measures: Efficiency Schedule 91

ENVIRONMENTAL SERVICES (Cont'd)

Service Area	Efficiency Measure	2008 Measure	2007 Measure	Unit	
SOLID WASTE MANAGEMENT:					
3403	Garbage Collection	Operating costs for garbage collection per tonne	\$155.21	\$118.28	cost per Tonne
3604	Solid Waste Diversion	Operating costs for solid waste diversion (recycling) per tonne	\$81.75	\$97.12	cost per Tonne

PARKS AND RECREATION

Service Area	Efficiency Measure	2008 Measure	2007 Measure	Unit	
PARKS AND RECREATION:					
7102	Parks	Operating costs for parks per person	\$30.46	\$28.66	cost per Person
7202	Recreation Programs	Operating costs for recreation programs per person	\$37.41	\$37.77	cost per Person
7303	Recreation Facilities	Operating costs for recreation facilities per person	\$41.09	\$41.57	cost per Person
7305	Subtotal: Recreation Programs and Recreation Facilities	Operating costs for recreation programs and recreation facilities per person (Subtotal)	\$78.50	\$79.34	cost per Person
7304	Subtotal: Parks, Recreation Programs and Recreation Facilities	Operating costs for parks, recreation programs and recreation facilities per person (Subtotal)	\$108.96	\$108.00	cost per Person

** NOTE: The Efficiency Measure "cost per person" does not take into account Revenues generated.

CITY COMPARATIVE

Attachment 1A

2008 compared to 2007 Performance Measures: Efficiency Schedule 91

PARKS AND RECREATION (Cont'd)

SUPPLEMENTAL INFORMATION:

Service Area	Efficiency Measure	2008 Measure	2007 Measure	Unit	
7202A	Recreation Programs	Operating costs net of revenue for recreation programs per person	(\$5.79)	(\$4.20)	cost per Person

LIBRARY SERVICES

Service Area	Efficiency Measure	2008 Measure	2007 Measure	Unit	
LIBRARY SERVICES:					
7403	Library Services	Operating costs for library services per person	\$36.51	\$35.50	cost per Person
7404	Library Services	Operating costs for library services per use	\$1.80	\$1.86	cost per Library Use

CITY COMPARATIVE

Attachment 1A

2008 compared to 2007 Performance Measures: Effectiveness Schedule 92

Effectiveness measures provide information about quality of service delivery by measuring outcomes against service goals. Effectiveness measures may consist of counts or ratios.

TRANSPORTATION SERVICES

Service Area	Effectiveness Measure	2008 Measure	2007 Measure	Unit	
ROADWAYS:					
2152	Adequacy of Roads	Percentage of paved lane kilometres where the condition is rated as good to very good	100.00%	100.00%	percentage of paved lane kilometres rated as good to very good
2251	Effective Snow and Ice Control for Winter Roads	Percentage of winter events where the response met or exceeded locally determined municipal service levels for road maintenance	100.00%	100.00%	percentage of winter events where response met or exceeded locally determined municipal service levels for road maintenance

ENVIRONMENTAL SERVICES

Service Area	Effectiveness Measure	2008 Measure	2007 Measure	Unit	
WASTEWATER SYSTEM:					
3154	Wastewater Main Backups	Number of wastewater main backups per 100 kilometres of wastewater main in a year	0.0000	0.0000	wastewater main backups per 100 kilometres of wastewater main in a year
3155	Wastewater Bypasses Treatment	Percentage of wastewater estimated to have by-passed treatment	no data	no data	percentage of wastewater estimated to have bypassed treatment
WATER:					
3355	Boil Water Advisories	Weighted number of days when a boil water advisory issued by the Medical Officer of Health, applicable to a municipal water supply, was in effect	0.00	0.00	weighted days a year boil water advisories were in effect in the service area
3356	Water Main Breaks	Number of water main breaks per 100 kilometres of water distribution pipe in a year	2.8083	3.9780	water main breaks per 100 kilometres of water distribution pipe in a year

CITY COMPARATIVE

Attachment 1A

2008 compared to 2007 Performance Measures: Effectiveness Schedule 92

ENVIRONMENTAL SERVICES (cont'd)

Service Area	Effectiveness Measure	2008 Measure	2007 Measure	Unit	
SOLID WASTE MANAGEMENT:					
3452	Complaints - Garbage and Recycling Collection	Number of complaints received in a year concerning the collection of garbage and recycled materials per 1,000 households	36.316	61.055	complaints received in a year concerning the collection of garbage and recycled materials per 1,000 households
3552	Solid Waste Management Facility Compliance	Total number of solid waste management facilities owned by Municipality with a Ministry of Environment Certificate of Approval	1	1	number of solid waste management sites
<p>Number of days per year when a Ministry of Environment (MOE) compliance order for remediation concerning an air or groundwater standard was in effect for a municipally owned solid waste management facility:</p>					
3553	Solid Waste Management Facilities (not in compliance)		0	0	days a year an MOE compliance order or remediation in effect
3655	Diversion of Residential Solid Waste	Percentage of residential solid waste diverted for recycling	66.9%	56.4%	% of residential solid waste that was diverted for recycling

CITY COMPARATIVE

Attachment 1A

2008 compared to 2007 Performance Measures: Effectiveness Schedule 92

PARKS AND RECREATION

Service Area	Effectiveness Measure	2008 Measure	2007 Measure	Unit	
PARKS AND RECREATION:					
7152	Trails	Total kilometres of trails per 1,000 persons	0.185	0.192	kilometres of trails per 1,000 persons
7155	Open Space	Hectares of open space per 1,000 persons (municipally owned)	3.302	3.320	heactares of open space per 1,000 persons (municipally owned)
Participant Hours for Recreation Programs:					
7251	Total hours for registered programs		1,058,226	1,068,515	
7252	Total hours for drop-in programs		2,701,216	2,616,935	
7253	Total hours for permitted programs		2,998,491	2,802,107	
7254	Sub Total		6,757,933	6,487,557	
7255	Participant Hours for Recreation Programs	Total participant hours for recreation programs per 1,000 persons	24,991.894	24,871.692	participant hours of recreation programs per 1,000 persons
Recreation Facility Space:					
7356	Indoor Recreation Facilities	Square metres of indoor recreation facilities per 1,000 persons (municipally owned)	266.596	276.371	square metres of indoor recreation facilities per 1,000 persons (municipally owned)
7359	Outdoor Recreation Facility Space	Square metres of outdoor recreation facility space per 1,000 persons (municipally owned)	2.504	2.595	square metres of outdoor recreation facility space per 1,000 persons (municipally owned)
7357	Third Party Property (subject to joint use agreement, reciprocal agreement, lease)	Square metres of indoor recreation facilities (owned by third parties)	13,208	13,096	square metres of indoor recreation facilities (owned by third parties)

CITY COMPARATIVE

Attachment 1A

**2008 compared to 2007
Performance Measures: Effectiveness
Schedule 92**

LIBRARY SERVICES

Service Area	Effectiveness Measure	2008 Measure	2007 Measure	Unit
LIBRARY SERVICES:				
Single-Tier of Lower-Tier: (Not a member of a union public library)				
7451	Total Library Uses for your Municipality only	5,495,815	4,980,608	library uses
7452	Total Population	270,405	260,841	persons
7460	Library Services	20.324	19.094	library uses per person
Type of Uses				
7461	Electronic Library Uses as a percentage of Total Library Uses	21.3%	15.1%	electronic library uses
7462	Non-Electronic Library Uses as a percentage of Total Library Uses	78.7%	84.9%	non-electronic library uses

CITY COMPARATIVE

Attachment 1A

2008 compared to 2007 Performance Measures: Effectiveness Schedule 92

PLANNING AND DEVELOPMENT

Service Area	Effectiveness Measure	2008 Measure	2007 Measure	Unit	
LAND USE PLANNING:					
8170	Location of New Residential Development	Percentage of new residential units located within settlement areas	100%	100%	% of new residential units are located within settlement areas
Number of new residential units within settlement areas (using building permit information):					
8171	New detached houses	1,662	2,367		
8172	New semi-detached houses	237	545		
8173	New row houses	317	611		
8174	New apartments/condo apartments	1,138	709		
8175	Sub Total	3,354	4,232		
Number of total residential units (using building permit information):					
8171	New detached houses	1,662	2,367		
8172	New semi-detached houses	237	545		
8173	New row houses	317	611		
8174	New apartments/condo apartments	1,138	709		
8175	Sub Total	3,354	4,232		
8163	Preservation of Agricultural Land in Reporting Year	Percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year	100.0%	100.0%	% of land designated for agricultural purposes in the Official Plan that was preserved during the reporting year
8164	Preservation of Agricultural Land Relative to Base Year	Percentage of land designated for agricultural purposes which was not re-designated for other uses relative to the base year of 2000	73.7%	73.7%	% of land designated for agricultural purposes in the Official Plan that was preserved relative to the base year of 2000
8165	Number of hectares re-designated during reporting year	Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses during the reporting year	0	0	hectares that were re-designated from agricultural purposes to other uses during the reporting year
8166	Number of hectares re-designated since January 1, 2000	Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses since January 1, 2000	1,197	1,197	hectares that were re-designated from agricultural purposes to other uses since January 1, 2000
8167	Size of Settlement Area	Hectares of land in the settlement area as of December 31 of the reporting year	17,093	17,079	hectares of land in the settlement area as of December 31st of reporting year
8168	Change in Size of Settlement Area	Percentage change in the size of the settlement area relative to the base year of 2004	1.0%	0.9%	increase / (decrease) in the size of the settlement area relative to January 1, 2004

* Previous year results restated for year-over-year comparisons.

ATTACHMENT 3

2008 Annual Corporate and Departmental Operating Variance Report

The December fourth quarter variance analysis attached compares actual operating results to the annual operating budget. This report provides the status of both departmental and corporate expenses and revenues for the year relative to the 2008 annual operating budget. This report includes all necessary year-end entries, provisions and accruals which recognize revenues, contracts, materials, salaries, wages and services that were received or earned but not yet paid by the end of the year.

Following are the highlights of both departmental and corporate revenues and expenditures.

Revenues

Overall revenues came in at \$191.2m, \$9.3m or 5.1% over the annual budget of \$181.9m. Property taxation, supplemental taxes and payment-in-lieu taxes came in at \$121.4m; reserves at \$9.4m, Fees/Services charges at \$33.5m and the balance of corporate revenue, surplus carry forward from 2008 coming in at \$26.9m.

	<u>Actual</u> (Million)	<u>OVER/(UNDER)</u> (Million)
Property Taxation	\$114.2	\$0.0
Supplemental Tax	4.3	1.7
Grant/PIL/Other	<u>2.9</u>	<u>0.1</u>
Total Taxation	\$121.4	\$1.8
Reserves	9.4	(4.0)
Fees & Services Charges	33.5	2.5
Corporate Revenues	24.4	9.0
2008 Carry Forward	<u>2.5</u>	<u>0.0</u>
Total Revenue	\$191.2m	\$9.3m

Taxation and Supplemental Taxation

Property taxation revenue of \$114.2m consists of residential taxes of \$81.9m, commercial taxes of \$20.6m, Industrial taxes of \$11.2m and other property taxes of \$0.5m. Final and interim property tax billings were based on assessment totalling \$40.9 billion.

Supplemental taxes represent those taxes billed annually for newly constructed properties that were not placed on the roll at the beginning of the year and those properties that were inadvertently omitted. The three billings in 2008 totalled \$4.3m, \$1.7m over budget as a result of greater than expected growth over the past number of years.

Grants & Revenue from Reserves

The payment-in-lieu(PIL) taxes are taxes on properties owned by the Province, Canada, railway lands, Regional properties and Hydro right of ways. These billings total \$2.9m, slightly over budget at \$0.1m.

Reserves

Revenues from reserves totalled \$9.4m, \$4.0m under budget largely as a result of the tax rate stabilization, planning and the debenture reserves not being drawn down as a result of the operating fund having sufficient funds on hand at the end of the year. Both Engineering and Fleet Management Reserves are under budget by approximately \$981k and \$76k respectively as a result of lower than

forecasted departmental expenses. Offsetting these unfavourable variances is higher than anticipated finance from capital funds due to a greater number of capital projects underway and also higher than budgeted Insurance Reserve transfers \$208k due to increased vandalism

Corporate Revenue

Corporate revenues totalled \$24.4m and are favourable by \$9.0m. This is the result of Hydro dividends at \$5.0m that are \$3.3m greater than budgeted, do to dividends being received for a two year period and favourable investment income totalling \$6.3m, \$2.8m greater than budget as a result of greater than expected cash flows and return on investments. In addition, corporate revenues included an unbudgeted contribution of \$1.5M from Hydro Vaughan Holdings Inc for the purposes of providing funding for the Pierre Berton Discovery Centre Reserve. This revenue is offset by a transfer of the same amount to the above referred reserve. (See the Corporate Expenditures section below).

In addition, Hydro investment income of \$4.7m exceeded forecast by \$389k relating to a note payable to the City. The balance of the favourable variance consists of higher actuals than budget for the year-to-date period for fines and penalties revenues totalling \$4.7m a variance of \$393k, Provincial Offences Act (POA) revenues \$1.1m a variance of \$245k and capital administrative revenues variance of approximately \$125k.

Departmental Variance Explanations:

Listed below are explanations for significant revenue and expenditure variances. As per prior practice, department explanations are required for all unfavourable variances and any favourable variances in excess of \$100,000. Explanations for corporate revenue and expenditure variances are also included, following the major department variance explanations.

City Council

City Council Expenditures Favourable \$106,395

Council Expenditures were favourable and largely unspent (70%) costs for part-time labour and travel/conference. The remaining balance is distributed among various accounts and Councillors.

Office of the Integrity Commissioner

Integrity Commissioner Expenditures Favourable \$162,680

The Integrity Commissioner position became vacant in 2008, resulting in favourable variances in salaries and professional fees.

City Manager

Fire & Rescue Services Expenditure Unfavourable (\$558,945)

Most of the variance is a result of unfavourable overtime and benefits expense (\$527k) due to backfill vacancies required to maintain staffing levels, meet the growing number of emergency responses, and ensure compliance with the Occupational Health & Safety Act. The above unfavourable variance was offset by full time salary gapping (\$231k), resulting from retirement, maternity leaves, long term disability, etc. In addition, there was a \$203k unfavourable variance for unexpected vehicle and transmission repairs; increased fuel usage needed to answer calls, and interior finishing of the Command Post Vehicle which will be reimbursed by the Federal Joint Emergency Preparedness Program in the second half 2009. The remainder of the unfavourable variance is attributed to outside services related to firefighting recruitment aptitude tests (\$51k). The expense is fully offset by the applicants' registration fee revenue.

Deputy City Manager / Commissioner of Finance & Corporate Services

Deputy City Manager/ Comm. of Finance & Corporate Service Expenditure Favourable \$122,030

The favourable variance is a result of staff vacancies throughout 2008 which resulted in savings in the full-time salaries and benefits accounts.

City Financial Service Expenditure Favourable \$139,245

The favourable variance consists of savings in labour costs related to vacant positions (\$68k), in computer and office supplies (\$27k) and the remainder is distributed among various accounts.

Purchasing Service Expenditure Unfavourable (\$66,695)

The unfavourable variance is a result of an unbudgeted fund transfer from the sale of City assets, mostly cars and computers, to the capital reserve (\$98k), as per policy. The unfavourable variance is offset by savings in supplies, printing, telephone and other accounts (\$30k).

Commissioner of Legal and Administrative Services

Clerks – Licensing Revenue Favourable \$258,600

The Licensing revenues favourable variance is a result of higher than anticipated new license applications for categories such as eating establishments, public garages, tow truck and higher marriage applications. This is a continuation from the third quarter trend.

City Clerks – Committee of Adjustments Revenues Unfavourable (\$10,200)

Budgeted revenues were based on an average number of applications received in previous years. Fewer than expected applications were received in 2008, perhaps due to general economic conditions, which have resulted in lower than expected revenues.

City Clerk – Expenditures Favourable \$205,015

The favourable variance continued in the fourth quarter with more than half attributable to postage, printing and service contracts from the Mailroom/Print shop area as city wide department needs were lower than anticipated (\$124k). In addition, savings in salaries and benefits (\$54k) was a result of staff vacancies mostly from the Clerk's Administration unit. The remaining balance is spread across a number of accounts.

Clerks – Insurance Expenditures Unfavourable (\$207,810)

The unfavourable expenditure variance was related to higher than expected insurance premium costs (\$141k); deductible payments due to the increase in vandalism, vehicle accident damages and theft claims (\$65k); and claims paid by the City (\$17k). The unfavourable expense is offset by savings in professional fees (\$15k). The total unfavourable variance was offset by the insurance reserve transfer and insurance refunds. The overall net impact is zero.

Legal Services Expenditures Unfavourable (\$274,480)

Continued from third quarter, the unfavourable variance is a result of greater than forecasted professional fee costs related to the ongoing compliance audit matters that were not anticipated (appeal of Council decision and Court application to quash bylaws).

Enforcement Service Revenue Unfavourable (\$220,060)

The number and value of tickets issued continued to be higher than previous period levels. However, ticket revenues received were lower than projected due to large number of disputed tickets delayed or thrown out through the Provincial Court System.

Enforcement Services Expenditures Unfavourable (\$31,535)

The unfavourable variance is attributable to vehicles maintenance and repairs expense (\$38k) that was charged by the Fleet department. Secondly, full time salary and benefit accounts (\$30k) were over budget primarily due to unanticipated vacation payouts for employees leaving and overtime for court and noise monitoring. Noise monitoring overtime has a neutral impact as it is offset by a component of the special event permits issued. The unfavourable variance is offset by a net favourable variance (\$39k) in bank charges, materials & supplies, telephone charges, etc.

Commissioner of Community Services

Community Grants & Advisory Committee Expenditures Unfavourable (\$1,565)

The overall small unfavourable variance in the Community Grants & Advisory Committees' division is related to the Safe City - Guarding Rainbow program (stopping Graffiti). This program, offset by a provincial grant, was initiated within the year and therefore a budget was not established. This variance is offset by favourable expenditure variances in other programs i.e. (Community Equity & Diversity and Vaughan Youth Cabinet).

Recreation Revenues Favourable \$365,355

Through a blend of cost containment and revenue generation measures there was a favourable variance of \$249k to the department's overall net. The favourable revenue variance consists of room rentals, hockey arena and soccer fields (\$242k). In addition, there was an increase in revenue in instructional aquatic programs (\$125k). YRT transit revenue had a favourable variance largely due to higher than expected sales (\$362k) which was offset in the expenditures section below.

Recreation Expenditures Unfavourable (\$116,140)

Through a blend of cost containment and revenue generation measures there was a favourable variance of \$249k to the department's overall net. The unfavourable expenditure variance is primarily due to higher purchases of YRT tickets due to increased demand (\$444k) and lower than expected enrolment in summer camps (\$232k) and general programs (\$180k).

This unfavourable variance is mostly offset by the explanation in the revenue section above, with a slight net variance resulting from process timing differences. The unfavourable variance is offset by salaries & benefits savings related to vacancies (\$167k). Through cost containment measures, the unfavourable variance is further offset by favourable variances in accounts such as equipment rental/leases (\$51k); small tools and equipment (\$50k), sundry expenses (\$44k) and other accounts such as printing, supplies and telephone.

Building and Facilities Expenditures Favourable \$658,275

The overall favourable variance is comprised of savings in utilities as a result of successful strict conservation practices (\$421k). In addition, there was a savings in salaries and benefits related to vacancies (\$221k); and joint service revenue resulting from the outcome of negotiations (\$189k). The above was offset by unanticipated mandatory maintenance expenses in community centres together with related expenses such as materials and supplies (\$295k). The remaining variance is offset by favourable variances in janitorial supplies, library joint services, etc.

Fleet Management Expenditures Favourable \$125,685

The favourable expenditure variance was mostly related to joint service revenue collected from the outcome of negotiations that included retroactive fuel charges (\$71k). Furthermore, reduced requirements from other departments resulted in lower than expected charges (\$22k); salary savings due to maternity leave (\$11k) and the remaining balance came from under spending in various accounts.

Parks Operations (Incl. Cemeteries) Revenue Favourable \$115,220

The majority of the favourable revenue variance is due to higher than forecasted recoveries from York Region for boulevard grass cutting services, as a result of the service tender coming in higher than anticipated (\$185k). The favourable variance is offset by reduced Asian Longhorn Beetle Program provincial assistance revenue (\$75k), as work requirements were less than initially anticipated.

Parks Operations Expenditures Favourable \$169,920

The favourable expenditure variance is largely caused by salaries & benefits staff vacancies (\$330k). In addition, there are favourable variances in contract, materials and supplies accounts due to staff performing this work in-house, such as flower bed planting, tree removal and pruning (\$239k). In addition, charges from other departments were lower because Park staff performed work normally completed by Public Works staff, in particular sidewalk snow ploughing (\$122k). The favourable variance is offset by higher machine time due to the increase in winter storm events (\$286k) and higher utility expenses, mainly water (\$175k) which has been historically under budgeted and recently corrected in the 2009 budget. The remaining balance is spread out in various accounts (e.g. uniforms, small tolls, etc.)

Parks Development Expenditures Favourable \$102,120

The favourable variance is primarily savings in labour costs as a result of staff vacancies. Most vacant positions have been filled and the remaining vacancies are being currently actively recruited.

Commissioner of Planning

Commissioner of Planning Expenditures Unfavourable (\$2,065)

The unfavourable position is due to a variance in fuel costs caused by the average increase in 2008 fuel prices and a historically static budget which does not accurately reflect past consumption trends. This variance was partially offset by savings in other accounts.

Development Planning Expenditures Favourable \$115,105

The majority of favourable expenditure variance relates to vacancies in full-time positions (\$90k) and the associated costs in office equipment and computer hardware/software (\$25k). The department has had two staff complement positions vacant in the first half of 2008.

Policy Planning Expenditures Unfavourable (\$104,685)

The unfavourable variance is due to a transfer from capital which did not occur (\$291k), as a result of the need to redirect resources to other projects related to the New Official Plan. Furthermore, the transfer of one staff from Development Planning department to assist in the in-house projects related to the above did not occur due to workload and Municipal Board hearings. The above unfavourable variance was partially offset by savings in salaries and benefits for staff vacancies (\$88k) and the balance in professional fees related to work performed without consultants (e.g. sustainable development through leads, measuring environmental sustainability, Woodbridge core focus area study, etc).

Building Standards Revenues Favourable \$1,907,780

The favourable building standards revenue variance is a result of higher than anticipated building permits in part caused by customers securing permits before development charges were increased. The majority of the surplus is transferred to reserves as per policy. Should the need arise, the Building Standards department will review the current Building Permit fee structure and make recommendations accordingly. However, based on discussions with various builder representatives, it appears that sales activity has dropped and we anticipate reduced permit volumes in 2009.

Building Standards Expenditures Favourable \$543,980

The majority of the favourable expenditure variance relates to vacancies in full-time positions, including complement positions that were approved by Council as part of the Bill 124 costing process. The vacancies have resulted in savings in associated accounts including training and development, office equipment, computer hardware and software, mileage, office supplies, etc. As per policy, this expenditure variance contributes to the amount transferred to the Building Standards Service Continuity Reserve

Economic and Technology Development and Corporate Communications

Commissioner of Economic & Technology Development Expenditure Favourable \$ 223,915

The total budget was \$230k as there were minimal expenses in vehicle and maintenance expenses as a result of staff vacancies for most of 2008.

Economic and Business Development Revenues Unfavourable (\$191,845)

The unfavourable revenue variance is primarily a result of the cancellation of the Discover Vaughan Bash (\$125k) and unrealized advertising revenues for Tourism (\$67k) due to donor fatigue.

Economic and Business Development Expenditures Favourable \$258,420

A large portion of the variance is due to staffing vacancies as a result of gapping in Director's salary and unfilled Office Administrator position (\$130k). The remaining portion is attributed to the cancellation of the Vaughan Bash and redirecting tourism effort to Communities in Bloom conference initiative. Consequently, there were savings in many accounts, particularly special events and promotion.

Information & Technology Management Expenditures Favourable \$461,565

Full time salaries expenditures are favourable due to vacancies as a result of maternity and extended sick leaves (\$126k). PowerStream joint service revenue was also higher than anticipated as a result of retroactive charges that were the outcome of negotiations (\$89k). In addition, many favourable variances were experienced in communication contracts (\$95k) as a result of reduced and cancelled telecommunication services that are no longer required, computer hardware/software (\$54k) due to postponement of purchases, professional fees (\$35k) caused by lack of resources to perform planned operational reviews, and training (29k) because of staff not being available to attend professional development courses.

Commissioner of Engineering and Public Works

Development & Transportation Engineering Revenues Unfavourable (\$7,040)

The unfavourable variance is a result of a declining revenue trend in recoverable expenses. When developers fail to perform subdivision agreement requirements in a timely manner, the City will conduct the necessary work and chargeback the developer. However, over the last few years developers have been complying with City requests in a timely manner to avoid City charges. This unfavourable variance was mitigated by better than anticipated performance in infill lot grading and other revenue streams.

Development & Transportation Engineering Expenditures Favourable \$294,795

The favourable variance is primarily as a result of three vacancies in the fourth quarter of 2008 (\$269k). Recruitment processes have started and are expected to be filled in the New Year.

Engineering Services Revenue Unfavourable (\$4,905)

Road Occupancy Permit and Municipal Consent Application volume was slightly less than anticipated resulting in a minor unfavourable revenue variance.

Engineering Services Expenditures Favourable \$308,705

Majority of the favourable variance is principally found in the salaries and benefits accounts due to vacant positions and delays in hiring staff (\$259k) and mileage, seminars, workshops, and computer hardware/software (\$33k). The remaining favourable variance is distributed among a variety of smaller account variances (e.g. utilities, supplies, etc.).

Public Works - Operations Revenue Favourable \$174,190

Ontario Specific Grants Blue Box funding received from Waste Diversion Organization (WDO) was higher than predicted by approximately \$144k. The original revenue estimate was provided to the City by the Region of York, based on 2007 data. The WDO has adjusted their budgeted revenues for 2009 to reflect higher revenue. In addition, general revenue account (Garbage Tags) was favourable as the volume of garbage tags was higher than the anticipated demand (\$49k). These balances were slightly offset by variances in service charges and miscellaneous revenues.

Public Works - Operations Expenditures Unfavourable (\$2,477,595)

The unfavourable expenditure variance is primarily a result of the winter operational activities. The heavy snow throughout January to March combined with the storm events in November and December of 2008, resulted in an above average number of road ploughing and salting events. This in turn, resulted in increased contracted winter maintenance costs. De-icing materials were also purchased to fill the 4 salt domes for the start of the 2008-2009 winter and due to the amount of snow received in November and December, additional materials had to be purchased after the initial fills to re-stock the domes. The above unfavourable variance is offset by savings realized in wages due to vacancies and timing of recent new hires (\$254k).

Vaughan Public Libraries

Library Revenue Unfavourable (\$6,705)

Income from service charges declined year-over-year largely as a result of residents using the internet for information purposes rather than using library services. However, this has been partially offset by increased revenue from higher meeting room rentals and fines/penalties.

Library Expenditures Favourable \$410,100

The favourable variance is attributable to salary and benefits as a result of staff turnover, position gapping (\$511k). Additional savings were achieved in the computer hardware/software accounts due to reduced replacement activity (\$41k). The above variances was largely offset by an unfavourable position in the resource account (\$151k) due to book purchases and cataloguing costs, now included in the 2009 budget. The remaining net variance consists of a variety of variances in facility maintenance, joint service recoveries, professional fees, and periodicals.

Corporate Expenditures and 2009 Carry Forward

Corporate and Election Expenditures were unfavourable by \$5.6m. A significant portion of this variance is due to a substantial transfer of 2.4m to the building standards continuity reserve, resulting from higher than anticipated building code permit revenues. As of July 1, 2005, Bill 124 imposed cost and price restrictions on the building code permit fees to the extent that revenues cannot exceed reasonable and anticipated costs. For this reason revenue surpluses are transferred to the reserve, as per the City's policy, to the basis of which provides future service continuity when expenses eventually outpace revenues. As mentioned earlier in this report, if higher than forecasted revenues continue into 2009, the Building Standards Department will need to review the current Building Permit Fee structure and may be making additional recommendations accordingly.

Additionally, there was an unbudgeted contribution of \$1.5m to the Pierre Berton Discovery Centre, the costs of which were offset by a favourable variance in corporate revenues. The \$1.0m unfavourable variance in salary gapping was anticipated since savings are budgeted under corporate expenses, but actual salary savings are realized within the respective individual departments. Therefore, salary savings realized in departments offset the unfavourable gapping corporate expenditure variance.

The \$565k unfavourable variance in tax adjustments is related to a provision that was set up due to a possible settlement of an Assessment Review Board appeal on commercial properties that may impact all Ontario municipalities' relating to assessment methodology on commercially leased properties. It is prudent to increase the tax adjustment account in preparation of a these possible tax adjustments.

The remaining portion of the variance consists of an unfavourable variance experienced in the joint services account for \$132k, the result of retroactive charges relating to payroll and cashiering services. In addition, there was an unfavourable variance of \$131k in professional fees as a result of major OMB hearings. The rest consists of a mixture of various minor miscellaneous corporate expenses including bank charges and other miscellaneous accounts.

The Long Term Debt expense has a favourable variance of \$265k as a result of payment timing issues. The Corporate Contingency account had a favourable variance of \$848k as budgeted expenditures for a variety of potential issues were not realized.

The capital from taxation fund transfer was \$6.6m in 2009 as per budget.

For 2009 as per the City's budget, a maximum of \$2.5m was carried forward to reduce the levy requirements in the next year, and any remaining excess was equally transferred to reserves per the City's year end reserve policy.



CITY OF VAUGHAN

2008 OPERATING BUDGET

YEAR END

VARIANCE REPORT

AS AT

December 31, 2008

**CITY OF VAUGHAN
2008 OPERATING BUDGET
YEAR END VARIANCE REPORT
REVENUE / EXPENDITURE SUMMARY**

	2008 ANNUAL BUDGET	2008 YTD ACTUAL AS AT DEC 31/08	2008 BUD / 2008 ACT VARIANCE FAV./ (UNFAV.) \$	2008 BUD / 2008 ACT VARIANCE FAV./ (UNFAV.) %
REVENUES:				
TAXATION	114,182,960	114,182,960	0	0.00%
SUPPLEMENTAL TAXATION	2,600,000	4,300,285	1,700,285	65.40%
GRANT / PAYMENT IN LIEU / OTHER	2,943,235	2,993,375	50,140	1.70%
RESERVES	13,457,985	9,371,370	(4,086,615)	-30.37%
FEES AND SERVICE CHARGES	30,930,110	33,514,595	2,584,485	8.36%
CORPORATE	15,298,315	24,389,735	9,091,420	59.43%
PRIOR YEAR'S SURPLUS CARRYFORWARD	2,500,000	2,500,000	0	0.00%
TOTAL REVENUES*	181,912,605	191,252,320	9,339,715	5.13%
EXPENDITURES:				
DEPARTMENTAL	160,598,715	159,627,530	971,185	0.60%
CORPORATE	5,696,005	11,373,045	(5,677,040)	-99.67%
LONG TERM DEBT	7,000,000	6,735,000	265,000	3.79%
CONTINGENCY	1,965,430	1,116,445	848,985	43.20%
CAPITAL FROM TAXATION	6,652,455	6,652,455	0	0.00%
TOTAL EXPENDITURES*	181,912,605	185,504,475	(3,591,870)	-1.97%
CARRYFORWARD TO 2009	0	2,500,000	2,500,000	0.00%
TRANSFER TO:				
TAX RATE STABILIZATION RESERVE	0	1,623,922	1,623,922	0.00%
WORKING CAPITAL	0	1,623,922	1,623,922	0.00%
SURPLUS/ (DEFICIT)	0	0	0	0.00%

*Note: Excludes capital flow throughs

**CITY OF VAUGHAN
2008 OPERATING BUDGET
YEAR END VARIANCE REPORT**

REVENUE BY MAJOR SOURCE

	2008 ANNUAL BUDGET	2008 YTD ACTUAL AS AT DEC 31/08	2008 BUD / 2008 ACT	2008 BUD / 2008 ACT
			VARIANCE FAV./ (UNFAV.) \$	VARIANCE FAV./ (UNFAV.) %
TAXATION				
SUPPLEMENTALS	2,600,000	4,300,285	1,700,285	65.40%
GRANT				
LIBRARY GRANT	143,235	143,235	0	0.00%
PAYMENT IN LIEU / OTHER				
PAYMENT IN LIEU / OTHER	2,800,000	2,850,140	50,140	1.79%
RESERVES				
ENGINEERING	3,799,710	2,818,615	(981,095)	-25.82%
PARKS DEVELOP. / LEGAL & REAL ESTATE	626,125	626,125	0	0.00%
FINANCE - FROM CAPITAL	1,080,000	1,337,555	257,555	23.85%
FLEET MANAGEMENT	895,160	819,225	(75,935)	-8.48%
PLANNING	500,000	0	(500,000)	-100.00%
INSURANCE	2,062,040	2,269,850	207,810	10.08%
TAX RATE STABILIZATION	2,729,950	0	(2,729,950)	-100.00%
WORKING CAPITAL	0	0	0	0.00%
DEBENTURE	265,000	0	(265,000)	-100.00%
WATER & WASTEWATER RECOVERY	1,500,000	1,500,000	0	0.00%
TOTAL	13,457,985	9,371,370	(4,086,615)	-30.37%
FEES/SERVICE CHARGES				
CITY MANAGER				
FIRE AND RESCUE SERVICES	496,060	548,315	52,255	10.53%
TOTAL CITY MANAGER	496,060	548,315	52,255	10.53%
COMMISSIONER OF LEGAL & ADMIN. SERV.				
CLERKS	20,800	31,215	10,415	50.07%
LICENSING - CLERKS	754,900	1,013,500	258,600	34.26%
ENFORCEMENT SERVICES	350,000	339,800	(10,200)	-2.91%
LEGAL SERVICES	67,500	70,970	3,470	5.14%
ENFORCEMENT SERVICES	1,633,500	1,413,440	(220,060)	-13.47%
TOTAL COMMISSIONER OF LEGAL & ADMIN. SERV.	2,826,700	2,868,925	42,225	1.49%
COMMISSIONER OF COMMUNITY SERVICES				
COMMUNITIES IN BLOOM SPONSORSHIP	15,000	20,740	5,740	38.27%
RECREATION	14,655,235	15,020,590	365,355	2.49%
BUILDINGS AND FACILITIES (1)	96,025	157,645	61,620	64.17%
PARKS OPERATIONS (1)	410,835	530,690	119,855	29.17%
CEMETERIES	71,855	67,220	(4,635)	-6.45%
TOTAL COMMISSIONER OF COMMUNITY SERVICES	15,248,950	15,796,885	547,935	3.59%
COMMISSIONER OF PLANNING				
DEVELOPMENT PLANNING	2,378,850	2,383,965	5,115	0.22%
BUILDING STANDARDS - LICENSES/PERMITS	7,421,250	8,903,350	1,482,100	19.97%
- PLUMBING PERMITS	345,000	676,800	331,800	96.17%
- SERVICE CHARGES	431,750	525,630	93,880	21.74%
TOTAL COMMISSIONER OF PLANNING	10,576,850	12,489,745	1,912,895	18.09%
COMMISSIONER OF ECONOMIC & TECHNOLOGY DEVELOPMENT & COMMUNICATIONS				
ECONOMIC AND BUSINESS DEVELOPMENT	328,000	136,155	(191,845)	-58.49%
CORPORATE COMMUNICATIONS	84,530	149,325	64,795	76.65%
TOTAL COMMISSIONER OF ECONOMIC & TECH. DEVELOPMENT & COMMUNICATIONS	412,530	285,480	(127,050)	-30.80%
COMMISSIONER OF ENGINEERING & PUBLIC WORKS				
DEVELOPMENT AND TRANSPORT. ENGINEERING (1)	206,000	198,960	(7,040)	-3.42%
ENGINEERING SERVICES	101,000	96,095	(4,905)	-4.86%
PUBLIC WORKS - OPERATIONS	780,250	954,440	174,190	22.32%
TOTAL COMMISSIONER OF ENGINEERING & PUBLIC WORKS	1,087,250	1,249,495	162,245	14.92%
NON-PROFIT HOUSING	9,000	9,685	685	7.61%
VAUGHAN PUBLIC LIBRARIES	272,770	266,065	(6,705)	-2.46%
TOTAL FEES / SERVICE CHARGES	30,930,110	33,514,595	2,584,485	8.36%
TOTAL CORPORATE REVENUES	15,298,315	24,389,735	9,091,420	59.43%
TOTAL REVENUE	65,229,645	74,569,360	9,339,715	14.32%

(1) For presentation purposes year-to-date actuals as at Dec 31, 2008 have been reduced by flow through transactions.

**CITY OF VAUGHAN
2008 OPERATING BUDGET
YEAR END VARIANCE REPORT**

**REVENUE BY MAJOR SOURCE
CORPORATE REVENUE DETAIL**

	2008 ANNUAL BUDGET	2008 YTD ACTUAL AS AT DEC 31/08	2008 BUD / 2008 ACT VARIANCE FAV./ (UNFAV.) \$	2008 BUD / 2008 ACT VARIANCE FAV./ (UNFAV.) %
<i>CORPORATE REVENUE DETAIL :</i>				
FINES AND PENALTIES	4,400,000	4,793,225	393,225	8.94%
TAX CERTIFICATES AND DOCUMENTS	282,900	271,315	(11,585)	-4.10%
INVESTMENT INCOME	3,500,000	6,347,480	2,847,480	81.36%
HYDRO INVESTMENT INCOME	4,365,585	4,754,650	389,065	8.91%
HYDRO DIVIDENDS	1,750,810	5,059,550	3,308,740	188.98%
HYDRO VAUGHAN HOLDINGS WORKING CAPITAL	0	1,500,000	1,500,000	0.00%
PROVINCIAL OFFENSES ACT	890,000	1,135,130	245,130	27.54%
MISCELLANEOUS REVENUE	41,520	73,090	31,570	76.04%
LOCAL IMPROVEMENT PROJECTS	0	170,115	170,115	0.00%
PURCHASING	50,700	143,080	92,380	182.21%
CAPITAL ADMIN. REVENUE	16,800	142,100	125,300	745.83%
<i>TOTAL CORPORATE REVENUE</i>	15,298,315	24,389,735	9,091,420	59.43%

**CITY OF VAUGHAN
2008 OPERATING BUDGET
YEAR END VARIANCE REPORT**

EXPENDITURES BY MAJOR CATEGORY (1)

	2008 ANNUAL BUDGET	2008 YTD ACTUAL AS AT DEC 31/08	2008 BUD / 2008 ACT VARIANCE FAV./ (UNFAV.) \$	2008 BUD / 2008 ACT VARIANCE FAV./ (UNFAV.) %
COUNCIL	1,300,465	1,194,070	106,395	8.18%
OFFICE OF THE INTEGRITY COMMISSIONER	200,000	37,320	162,680	81.34%
CITY MANAGER	579,470	527,155	52,315	9.03%
OPERATIONAL AUDIT	177,365	148,905	28,460	16.05%
STRATEGIC PLANNING	202,900	185,260	17,640	8.69%
CORPORATE POLICY	121,050	119,780	1,270	1.05%
FIRE AND RESCUE SERVICES	28,351,430	28,910,375	(558,945)	-1.97%
EMERGENCY PLANNING	180,950	169,720	11,230	6.21%
TOTAL CITY MANAGER	28,613,165	30,061,195	(448,030)	-1.51%
DEPUTY CITY MGR. / COMM. OF FINANCE AND CORP. SERVICES	498,225	376,195	122,030	24.49%
CITY FINANCIAL SERVICES	2,493,720	2,354,475	139,245	5.58%
BUDGETING AND FINANCIAL PLANNING	1,238,440	1,222,045	16,395	1.32%
RESERVES AND INVESTMENTS	826,795	800,895	25,900	3.13%
PURCHASING SERVICES	1,109,515	1,176,210	(66,695)	-6.01%
TOTAL DEPUTY CITY MGR. / COMM. OF FINANCE AND CORP. SERV	6,166,695	5,929,820	236,875	3.84%
COMMISSIONER OF LEGAL AND ADMINISTRATIVE SERVICES	350,460	335,160	15,300	4.37%
CITY CLERK	4,417,205	4,212,190	205,015	4.64%
CITY CLERK - INSURANCE	2,062,040	2,269,850	(207,810)	-10.08%
LEGAL SERVICES	1,473,925	1,748,405	(274,480)	-18.62%
ENFORCEMENT SERVICES	3,411,080	3,442,615	(31,535)	-0.92%
HUMAN RESOURCES	2,936,910	2,892,810	44,100	1.50%
TOTAL COMMISSIONER OF LEGAL AND ADMINISTRATIVE SERVICE	14,651,620	14,901,030	(249,410)	-1.70%
COMMISSIONER OF COMMUNITY SERVICES	598,700	549,740	48,960	8.18%
COMMUNITY GRANTS AND ADVISORY COMMITTEES	60,840	62,405	(1,565)	-2.57%
RECREATION	15,911,290	16,027,430	(116,140)	-0.73%
CULTURAL SERVICES	665,555	597,505	68,050	10.22%
BUILDINGS AND FACILITIES (1)	16,501,320	15,843,045	658,275	3.99%
FLEET MANAGEMENT	895,160	769,475	125,685	14.04%
PARKS OPERATIONS (1)	10,238,970	10,069,050	169,920	1.66%
PARKS DEVELOPMENT	1,061,960	959,840	102,120	9.62%
TOTAL COMMISSIONER OF COMMUNITY SERVICES	45,933,795	44,878,490	1,055,305	2.30%
COMMISSIONER OF PLANNING	324,510	326,575	(2,065)	-0.64%
DEVELOPMENT PLANNING	2,615,295	2,500,190	115,105	4.40%
POLICY PLANNING	830,525	935,210	(104,685)	-12.60%
BUILDING STANDARDS	5,955,135	5,411,155	543,980	9.13%
TOTAL COMMISSIONER OF PLANNING	9,725,465	9,173,130	552,335	5.68%
COMMISSIONER OF ECONOMIC AND TECHNOLOGY DEVELOPMENT AND COMMUNICATIONS	230,155	6,240	223,915	97.29%
ECONOMIC AND BUSINESS DEVELOPMENT	1,597,605	1,339,185	258,420	16.18%
ACCESS VAUGHAN	680,280	606,875	73,405	10.79%
INFORMATION AND TECHNOLOGY MANAGEMENT	6,106,540	5,644,975	461,565	7.56%
CORPORATE COMMUNICATIONS	1,471,030	1,472,030	(940)	-0.06%
TOTAL COMMISSIONER OF ECONOMIC AND TECHNOLOGY DEVELOPMENT AND COMMUNICATIONS	10,085,670	9,069,305	1,016,365	10.08%
COMMISSIONER OF ENGINEERING AND PUBLIC WORKS	318,220	315,555	2,665	0.84%
DEVELOPMENT AND TRANSPORT. ENGINEERING (1)	3,021,005	2,726,210	294,795	9.76%
ENGINEERING SERVICES	3,487,685	3,178,980	308,705	8.85%
PUBLIC WORKS - OPERATIONS	25,054,380	27,531,975	(2,477,595)	-9.89%
TOTAL COMMISSIONER OF ENGINEERING AND PUBLIC WORKS	31,881,290	33,752,720	(1,871,430)	-5.87%
VAUGHAN PUBLIC LIBRARIES	11,040,550	10,630,450	410,100	3.71%
TOTAL DEPARTMENTAL EXPENDITURES	160,598,715	159,627,530	971,185	0.60%
CORPORATE AND ELECTION	5,696,005	11,373,045	(5,677,040)	-99.67%
LONG TERM DEBT	7,000,000	6,735,000	265,000	3.79%
CONTINGENCY	1,965,430	1,116,445	848,985	43.20%
CAPITAL FROM TAXATION	6,652,455	6,652,455	0	0.00%
TOTAL DEPARTMENTAL AND CORPORATE EXPENDITURES	181,912,605	185,504,475	(3,591,870)	-1.97%

(1) Expenditures are net of Hydro Joint Services Revenue and Library Joint Service Charges.

(2) For presentation purposes year-to-date actuals as at Dec 31, 2008 have been reduced by flow through transactions.

**CITY OF VAUGHAN
2008 OPERATING BUDGET
YEAR END VARIANCE REPORT**

CORPORATE AND ELECTION EXPENDITURES - DETAILS

2008 ANNUAL BUDGET	2008 YTD ACTUAL AS AT DEC 31/08	2008 BUD / 2008 ACT VARIANCE FAV./ (UNFAV.) \$	2008 BUD / 2008 ACT VARIANCE FAV./ (UNFAV.) %
CORPORATE & ELECTIONS DETAIL :			
RESERVE CONTRIBUTIONS:			
1998 & PRIOR BLDG & FACIL. INFRAST. RES. CONTRIB.	825,000	825,000	0
POST 1998 BLDG & FACIL. INFRAST. RES. CONTRIB.	1,225,000	1,225,000	0
ROADS INFRASTRUCTURE RESERVE CONTRIBUTION	475,000	475,000	0
PARKS INFRASTRUCTURE RESERVE CONTRIBUTION	275,000	275,000	0
BLDG. STDS. SERVICE CONTINUITY RESERVE CONTRIBUTION	0	2,449,280	(2,449,280)
ELECTION RESERVE CONTRIBUTION	200,000	200,000	0
PIERRE BERTON DISCOVERY CENTRE	0	1,500,000	(1,500,000)
TOTAL RESERVE CONTRIBUTIONS	3,000,000	6,949,280	(3,949,280)
			-131.64%
CORPORATE EXPENDITURES:			
BANK CHARGES	60,000	(49,705)	109,705
PROFESSIONAL FEES	206,820	191,300	15,520
MAJOR OMB HEARINGS - PROFESSIONAL FEES	200,000	331,900	(131,900)
JOINT SERVICES	289,320	422,245	(132,925)
SUNDRY	34,900	(2,495)	37,395
CITY HALL FUNDING	1,000,000	1,000,000	0
TAX ADJUSTMENTS	1,300,000	1,865,160	(565,160)
CORPORATE INSURANCE	563,095	563,095	0
AMO MEMBERSHIP	12,500	26,385	(13,885)
CONFERENCES	29,370	14,580	14,790
ELECTION	0	61,315	(61,315)
UNALLOCATED BENEFITS	0	(15)	15
SALARY SAVINGS FROM TURNOVER (GAPPING)	(1,000,000)	0	(1,000,000)
TOTAL CORPORATE EXPENSES	2,696,005	4,423,765	(1,727,760)
			-64.09%
TOTAL RESERVE CONTRIBUTIONS AND CORP. EXPENDITURES	5,696,005	11,373,045	(5,677,040)
			-99.67%

**CITY OF VAUGHAN
2008 OPERATING BUDGET
YEAR END VARIANCE REPORT**

EXPENDITURE DETAILS BY DEPARTMENT

	2008 ANNUAL BUDGET	2008 YTD ACTUAL AS AT DEC 31/08	2008 BUD / 2008 ACT	2008 BUD / 2008 ACT
			VARIANCE FAV./ (UNFAV.) \$	VARIANCE FAV./ (UNFAV.) %
DEPARTMENTAL DETAILS:				
COUNCIL	1,300,465	1,194,070	106,395	8.18%
OFFICE OF THE INTEGRITY COMMISSIONER	200,000	37,320	162,680	81.34%
CITY MANAGER	579,470	527,155	52,315	9.03%
OPERATIONAL AUDIT	177,365	148,905	28,460	16.05%
STRATEGIC PLANNING	202,900	185,260	17,640	8.69%
CORPORATE POLICY	121,050	119,780	1,270	1.05%
FIRE AND RESCUE SERVICES DETAIL:				
FIRE ADMINISTRATION	927,895	988,825	(60,930)	-6.57%
FIRE COMMUNICATION	942,465	963,825	(21,360)	-2.27%
FIRE MECHANICAL	560,250	565,245	(4,995)	-0.89%
FIRE PREVENTION	1,660,420	1,525,325	135,095	8.14%
FIRE OPERATIONS	23,630,965	24,294,920	(663,955)	-2.81%
FIRE TRAINING	554,995	506,805	48,190	8.68%
EMERGENCY MEDICAL PROGRAM	74,440	65,430	9,010	12.10%
TOTAL FIRE AND RESCUE SERVICES	28,351,430	28,910,375	(558,945)	-1.97%
EMERGENCY PLANNING	180,950	169,720	11,230	6.21%
DEPUTY CITY MGR. / COMM. OF FINANCE AND CORP. SERVICES	498,225	376,195	122,030	24.49%
CITY FINANCIAL SERVICES DETAIL:				
CITY FINANCIAL SERVICES ADMINISTRATION	369,325	350,300	19,025	5.15%
ACCOUNTING SERVICES	962,615	931,205	31,410	3.26%
TAXATION AND PROPERTY ASSESSMENT	1,103,425	1,028,910	74,515	6.75%
PAYROLL SERVICES	58,355	44,060	14,295	24.50%
TOTAL CITY FINANCIAL SERVICES	2,493,720	2,354,475	139,245	5.58%
BUDGETING AND FINANCIAL PLANNING DETAIL:				
BUDGETING ADMINISTRATION	280,230	276,520	3,710	1.32%
BUDGETING	626,875	618,576	8,299	1.32%
FINANCIAL PLANNING	185,085	182,635	2,450	1.32%
ACTIVITY COSTING	146,250	144,314	1,936	1.32%
TOTAL BUDGETING AND FINANCIAL PLANNING	1,238,440	1,222,045	16,395	1.32%
RESERVES AND INVESTMENTS	826,795	800,895	25,900	3.13%
PURCHASING SERVICES	1,109,515	1,176,210	(66,695)	-6.01%

**CITY OF VAUGHAN
2008 OPERATING BUDGET
YEAR END VARIANCE REPORT**

EXPENDITURE DETAILS BY DEPARTMENT

	2008 ANNUAL BUDGET	2008 YTD ACTUAL AS AT DEC 31/08	2008 BUD / 2008 ACT	2008 BUD / 2008 ACT
			VARIANCE FAV./ (UNFAV.) \$	VARIANCE FAV./ (UNFAV.) %
DEPARTMENTAL DETAILS:				
COMMISSIONER OF LEGAL AND ADMINISTRATIVE SERVICES	350,460	335,160	15,300	4.37%
CITY CLERK DETAILS:				
CLERKS ADMINISTRATION	1,008,720	918,865	89,855	8.91%
RECORDS MANAGEMENT	359,915	338,680	21,235	5.90%
ARCHIVAL SERVICES	129,995	122,060	7,935	6.10%
MAILROOM / PRINTSHOP / COURIER SERVICES	783,600	663,195	120,405	15.37%
LICENSING AND SPECIAL PROJECTS	460,650	408,165	52,485	11.39%
COMMITTEE OF ADJUSTMENT AND DEVELOP. SERV.	488,960	482,490	6,470	1.32%
COUNCIL CORPORATE	93,940	78,375	15,565	16.57%
COUNCIL EXECUTIVE ASSISTANTS	1,091,425	1,200,360	(108,935)	-9.98%
TOTAL CITY CLERK	4,417,205	4,212,190	205,015	4.64%
CITY CLERK - INSURANCE	2,062,040	2,269,850	(207,810)	-10.08%
LEGAL SERVICES DETAIL:				
LEGAL SERVICES ADMINISTRATION	1,133,840	1,403,265	(269,425)	-23.76%
REGISTRATION FEES	25,000	30,555	(5,555)	-22.22%
REAL ESTATE	315,085	314,585	500	0.16%
TOTAL LEGAL SERVICES	1,473,925	1,748,405	(274,480)	-18.62%
ENFORCEMENT SERVICES DETAIL:				
ENFORCEMENT SERVICES ADMINISTRATION	3,011,080	3,055,365	(44,285)	-1.47%
ANIMAL CONTROL	400,000	387,250	12,750	3.19%
TOTAL ENFORCEMENT SERVICES	3,411,080	3,442,615	(31,535)	-0.92%
HUMAN RESOURCES DETAIL:				
HUMAN RESOURCES ADMINISTRATION	61,010	40,170	20,840	34.16%
RECRUITMENT AND TRAINING	350,720	366,195	(15,475)	-4.41%
EMPLOYEE RELATIONSHIPS	712,750	717,335	(4,585)	-0.64%
EMPLOYEE SERVICES	491,685	453,285	38,400	7.81%
CROSSING GUARDS	914,190	910,615	3,575	0.39%
HEALTH AND WELLNESS	406,555	405,210	1,345	0.33%
TOTAL HUMAN RESOURCES	2,936,910	2,892,810	44,100	1.50%

**CITY OF VAUGHAN
2008 OPERATING BUDGET
YEAR END VARIANCE REPORT**

EXPENDITURE DETAILS BY DEPARTMENT

	2008 ANNUAL BUDGET	2008 YTD ACTUAL AS AT DEC 31/08	2008 BUD / 2008 ACT	2008 BUD / 2008 ACT
			VARIANCE FAV./ (UNFAV.) \$	VARIANCE FAV./ (UNFAV.) %
DEPARTMENTAL DETAILS:				
COMMISSIDNER OF COMMUNITY SERVICES	473,315	409,690	63,625	13.44%
COMMUNITIES IN BLOOM	125,385	140,050	(14,665)	-11.70%
TOTAL COMMISSIONER OF COMMUNITY SERVICES	598,700	549,740	48,960	8.18%
COMMUNITY GRANTS AND ADVISORY COMMITTEES	60,840	62,405	(1,565)	-2.57%
RECREATION DETAIL:				
RECREATION ADMINISTRATION	4,796,370	4,544,605	251,765	5.25%
PROGRAMMES ADMINISTRATION	471,820	400,985	70,835	15.01%
AQUATICS	2,867,340	2,823,320	44,020	1.54%
FITNESS	1,415,510	1,435,860	(20,350)	-1.44%
GENERAL PROGRAMMES	2,533,575	2,528,200	5,375	0.21%
CAMPS	1,369,195	1,428,470	(59,275)	-4.33%
SKATING	65,420	53,105	12,315	18.82%
CITY PLAYHOUSE	417,040	422,305	(5,265)	-1.26%
PERMITS (VAUGHAN HOCKEY SUBSIDY)	1,113,000	1,106,930	6,070	0.55%
YORK REGION TRANSIT TICKETING	698,000	1,142,160	(444,160)	-63.63%
SPECIAL NEEDS / VOLUNTEER DEVELOPMENT	155,595	136,300	19,295	12.40%
OTHER PROGRAMMES	8,425	5,190	3,235	38.40%
TOTAL RECREATION	15,911,290	16,027,430	(116,140)	-0.73%
CULTURAL SERVICES DETAIL:				
CULTURAL SERVICES ADMINISTRATION	622,675	565,145	57,530	9.24%
VAUGHAN CULTURAL INTERPRETIVE CTR.	9,880	7,700	2,180	22.06%
ARTS	16,500	15,680	820	4.97%
HERITAGE VAUGHAN	16,500	8,980	7,520	45.58%
TOTAL CULTURAL SERVICES	665,555	597,505	68,050	10.22%
BUILDINGS AND FACILITIES DETAIL:				
ADMINISTRATION	2,089,575	1,804,310	285,265	13.65%
TRADES SHOPS	460,035	537,220	(77,185)	-16.78%
CIVIC CENTRE	1,191,265	1,120,105	71,160	5.97%
BUILDING OPERATIONS	12,760,445	12,381,410	379,035	2.97%
TOTAL BUILDINGS AND FACILITIES	16,501,320	15,843,045	658,275	3.99%
FLEET MANAGEMENT DETAIL:				
FLEET MANAGEMENT ADMINISTRATION	433,065	347,275	85,790	19.81%
FLEET MANAGEMENT SERVICES	462,095	422,200	39,895	8.63%
TOTAL FLEET MANAGEMENT	895,160	769,475	125,685	14.04%

**CITY OF VAUGHAN
2008 OPERATING BUDGET
YEAR END VARIANCE REPORT**

EXPENDITURE DETAILS BY DEPARTMENT

	2008 ANNUAL BUDGET	2008 YTD ACTUAL AS AT DEC 31/08	2008 BUD / 2008 ACT	2008 BUD / 2008 ACT
			VARIANCE FAV./ (UNFAV.) \$	VARIANCE FAV./ (UNFAV.) %
DEPARTMENTAL DETAILS:				
PARKS OPERATIONS DETAIL:				
PARKS ADMINISTRATION	1,415,330	1,231,420	183,910	12.99%
OPERATIONS	5,732,115	5,753,515	(21,400)	-0.37%
FORESTRY	1,107,635	764,005	343,630	31.02%
CEMETERIES / CAPITAL PROJECTS	1,983,890	2,320,110	(336,220)	-16.95%
TOTAL PARKS OPERATIONS	10,238,970	10,069,050	169,920	1.66%
PARKS DEVELOPMENT	1,061,960	959,840	102,120	9.62%
COMMISSIONER OF PLANNING	324,510	326,575	(2,065)	-0.64%
DEVELOPMENT PLANNING DETAIL:				
PLANNING ADMINISTRATION	480,220	515,565	(35,345)	-7.36%
DEVELOPMENT PLANNING	1,905,400	1,755,255	150,145	7.88%
DRAFTING	229,675	229,370	305	0.13%
TOTAL DEVELOPMENT PLANNING	2,615,295	2,500,190	115,105	4.40%
POLICY PLANNING	830,525	935,210	(104,685)	-12.60%
BUILDING STANDARDS	5,955,135	5,411,155	543,980	9.13%
COMMISSIONER OF ECONOMIC AND TECHNOLOGY DEVELOPMENT AND COMMUNICATIONS	230,155	6,240	223,915	97.29%
ECONOMIC AND BUSINESS DEVELOPMENT DETAIL:				
ECONOMIC AND BUSINESS DEVELOP. ADMIN.	811,165	673,995	137,170	16.91%
BUSINESS DEVELOPMENT	346,060	352,830	(6,770)	-1.96%
MARKETING	88,900	73,130	15,770	17.74%
TOURISM	308,830	196,570	112,260	36.35%
ENVIRONMENT	42,650	42,660	(10)	-0.02%
TOTAL ECONOMIC AND BUSINESS DEVELOPMENT	1,597,605	1,339,185	258,420	16.18%
ACCESS VAUGHAN	680,280	606,875	73,405	10.79%
INFORMATION AND TECHNOLOGY MANAGEMENT DETAIL:				
OFFICE OF THE CHIEF INFORMATION OFFICER	321,570	246,530	75,040	23.34%
TECHNICAL SERVICES	2,678,660	2,336,090	342,570	12.79%
BUSINESS SOLUTIONS	2,130,780	2,056,465	74,315	3.49%
CLIENT SERVICES	975,530	1,005,890	(30,360)	-3.11%
TOTAL INFORMATION AND TECHNOLOGY MANAGEMENT	6,106,540	5,644,975	461,565	7.56%
CORPORATE COMMUNICATIONS ADMINISTRATION	1,471,090	1,472,030	(940)	-0.06%

**CITY OF VAUGHAN
2008 OPERATING BUDGET
YEAR END VARIANCE REPORT**

EXPENDITURE DETAILS BY DEPARTMENT

DEPARTMENTAL DETAILS:

**COMMISSIONER OF ENGINEERING SERVICES
AND PUBLIC WORKS**

ENGINEERING SERVICES DETAIL:

DEVELOPMENT AND TRANSPORTATION ENGINEERING
ENGINEERING SERVICES

TOTAL ENGINEERING SERVICES

PUBLIC WORKS DETAIL:

PUBLIC WORKS ADMINISTRATION
ROADS MAINTENANCE
WINTER CONTROL
WASTE MANAGEMENT

TOTAL PUBLIC WORKS

VAUGHAN PUBLIC LIBRARIES DETAIL:

PERSONNEL AND ADMINISTRATION
COMMUNICATIONS
RESOURCES
FACILITIES

TOTAL VAUGHAN PUBLIC LIBRARIES

TOTAL DEPARTMENTAL EXPENDITURES

	2008 ANNUAL BUDGET	2008 YTD ACTUAL AS AT DEC 31/08	2008 BUD / 2008 ACT	2008 BUD / 2008 ACT
			VARIANCE FAV/J (UNFAV.) \$	VARIANCE FAV/J (UNFAV.) %
	318,220	315,555	2,665	0.84%
	3,021,005	2,726,210	294,795	9.76%
	3,487,685	3,178,980	308,705	8.85%
	6,508,690	5,905,190	603,500	9.27%
	1,781,485	1,746,130	35,355	1.98%
	7,253,610	7,617,445	(363,835)	-5.02%
	7,668,960	10,136,985	(2,468,025)	-32.18%
	8,350,325	8,031,415	318,910	3.82%
	25,054,380	27,531,975	(2,477,595)	-9.89%
	7,995,830	7,521,100	474,730	5.94%
	571,620	482,555	89,065	15.58%
	1,521,470	1,621,065	(99,595)	-6.55%
	951,630	1,005,730	(54,100)	-5.68%
	11,040,550	10,630,450	410,100	3.71%
	160,598,715	159,627,530	971,185	0.60%