

FINANCE AND ADMINISTRATION COMMITTEE – MONDAY, FEBRUARY 14, 2011

COMMUNICATIONS

Distributed February 11, 2011

- C1. Commissioner of Finance/City Treasurer, “Additional Resource Requests in Prioritized Order”, dated February 11, 2011. *(Item 1)*

- C2. Commissioner of Legal and Administrative Services, and the Commissioner of Finance/City Treasurer, “Insurance Expense – Five Year Historical Information”, dated February 11, 2011. *(Item 1)*

- C3. Commissioner of Legal and Administrative Services, and the Commissioner of Finance/City Treasurer, “Full Time Staff Vacancies”, dated February 11, 2011. *(Item 1)*

- C4. Commissioner of Finance/City Treasurer, “Accounts of Interest Additional Information”, dated February 11, 2011. *(Item 1)*

Distributed February 14, 2011

- C5. Commissioner of Finance/City Treasurer, “2011 – 2012 Draft Operating Budget, Planning for the Future, Committee Requests for Additional Information, Summary Presentation”, dated February 14, 2011. *(Item 1)*

Please note there may be further Communications.



February 11, 2011

To: Members of Council

From: Barbara Cribbett, Commissioner of Finance/City Treasurer

Re: Draft 2011-2012 Operating Budget – Committee Information Request
Additional Resource Requests in Prioritized Order
Item reference: Feb. 7, 2011 Report 1 Item #3 – 2011/2012 Budget Overview

Background - Analysis and Options

At the February 7th, 2011 Finance & Administration Committee meeting, staff was directed to provide SMT's recommended additional resource requests in a prioritized order.

As illustrated in the January 17th, 2011 report, the budget guidelines were complimented by a process that allowed departments to formally submit requests for essential resources not permitted by the budget guidelines for the Finance and Administration Committee and Council consideration. As a result, departments submitted over 90 additional resource requests with a total cost of over \$10.7m spread over 2011 and 2012.

Demonstrating respect for the tax payer's dollar and recognizing the challenge of balancing requests for additional resources with limited funding resources, SMT initiated a process, which included developing a Director's working group, to prioritize and review additional resource requests. All additional resource requests were evaluated based on their merits and the following criteria:

- Mitigating municipal risk;
- Municipal value;
- Maintaining service levels;
- Achieving the Vaughan Vision initiatives, etc.

The process infuses a high degree of objectivity and transparency, of which the end result is a more realistic and responsible list of additional resource requests based on a blend of associated municipal risk exposure, service levels, and the Vaughan Vision initiatives.

Correspondence

The outcome of this process resulted in a recommendation of \$3.1m and \$3.9m, an overall increase on the average assessed home of \$27 and \$32, for 2011 and 2012, respectively.

It should be noted, that included in the list are internal funding offsets amounting to \$990k for 2011 and \$518k for 2012, demonstrating staff's ability to redirect existing resources. This provides another example of the City managing its finances in a prudent manner.

Attached are the following reports:

- 2011 Additional Resource Requests (ARR's) in prioritized order
- 2012 Additional Resource Requests (ARR's) in prioritized order
- Additional Resource Requests (ARR's) for consideration beyond 2012

The above information is important, as it provides added visibility to our community stakeholders and decision makers.

Individual business cases are provided in the department sections of Draft 2011/2012 Operating Budget Package, issued on January 17th, 2011.

In addition to the enclosed information, a brief presentation will be provided illustrating the salient points of this correspondence.

Conclusion

The purpose of this report is to address the query by the Finance and Administration Committee regarding the Draft 2011-2012 Operating Budget Additional Resource Requests (ARR's).

Respectfully submitted,



Barbara Cribbett, CMA
Commissioner of Finance/City Treasurer

2011 Additional Resource Requests (ARRs) in Prioritized Order

Senior Management Team Recommended

Attachment 1

#	Department	Description	# of Positions	2011 Net FTE	2011 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
2011 Base Budget Increase								
Zero Budget Impact								
A1	Engineering Services	Municipal Services Inspector	1	1.00	-	-	0.00%	1.08%
A2	Dev./Transp.Eng.	Spadina Subway TTC Sr. Eng. Asst. (Contract)	1	1.00	-	-	0.00%	1.08%
A3	Building Standards	1 Plans Examiner (Zoning)	1	1.00	-	-	0.00%	1.08%
A4	Building Standards	1 Clerk Typist D	1	1.00	-	-	0.00%	1.08%
A5	Fleet	Filling Clerk (FT Conv.)	1	0.31	-	-	0.00%	1.08%
A6	MP Enviro. Sustain.	Sustainability Coordinator (Contract Conv.)	1	-	-	-	0.00%	1.08%
A7	City Financial Services	Finance Business / Project Manager	1	1.00	-	-	0.00%	1.08%
A8	Dev./Transp.Eng.	Municipal Services Inspect.Erosion Sediment Control	1	1.00	-	-	0.00%	1.08%
Budget Impact								
1	V Strategic Planning	Vision 2020 Strategic Plan Update	-	-	35,000	35,000	0.03%	1.11%
2	V Legal Services	Junior Lawyer OMB Contract	1	1.00	30,444	65,444	0.02%	1.13%
3	MP Fire & Rescue Services	7-10 Engine Crew (6 FF & 4 Cap)	10	10.00	959,746	1,025,190	0.71%	1.84%
4	Fire & Rescue Services	Mechanic - Emergency Vehicle Technician	1	1.00	56,674	1,081,864	0.04%	1.89%
5	V Strategic Planning	On-Line Citizen Engagement Survey	-	-	75,000	1,156,864	0.06%	1.94%
6	S Human Resources	Prof.Fees - Engagement Survey	-	-	50,000	1,206,864	0.04%	1.98%
7	V Corporate Comm	Public relations staff	1	1.00	83,248	1,290,113	0.06%	2.04%
8	Info & Tech.Management	ITM Security Analyst	1	1.00	99,888	1,390,001	0.07%	2.12%
9	Parks Ops	2 Park Attendants	2	2.00	45,210	1,435,211	0.03%	2.15%
10	Human Resources	Crossing Guard Coordinator (FT Conv.)	1	0.50	45,312	1,480,523	0.03%	2.18%
11	Engineering Services	Manager of Traffic Engineering	1	1.00	125,527	1,606,050	0.09%	2.28%
12	Engineering Services	Administrative Assistant	1	1.00	75,348	1,681,398	0.06%	2.33%
13	MP Recreation Culture	Vellore CC Fitness Centre Staff (Gapped)	2	0.17	14,471	1,695,869	0.01%	2.34%
14	Enforcement Services	Licensing Enforcement Field Officer	1	1.00	39,493	1,735,362	0.03%	2.37%
15	S Eco. Dev	Research Coordinator	1	1.00	75,473	1,810,835	0.06%	2.43%
16	Info & Tech.Management	Enterprise Data Architect	1	1.00	99,688	1,910,523	0.07%	2.50%
17	Buildings & Facilities	Mechanical Supervisor	1	1.00	110,945	2,021,469	0.08%	2.59%
18	Parks Ops	Assistant Foreperson (Horticulture)	1	1.00	97,788	2,119,257	0.07%	2.66%
19	PW / Roads	Roads Supervisor	1	1.00	108,545	2,227,802	0.08%	2.74%
20	S Human Resources	Learning & Dev.Specialist	1	1.00	89,375	2,317,177	0.07%	2.81%
21	MP Recreation Culture	Diversity & Inclusivity Comm. Program	-	-	50,000	2,367,177	0.04%	2.84%
22	Purchasing Services	Buyer	1	1.00	87,861	2,455,038	0.07%	2.91%
23	Legal Services	Law Clerk	1	1.00	67,885	2,522,923	0.05%	2.96%
24	Enforcement Services	Priority Standards Officer	1	1.00	86,888	2,609,811	0.06%	3.02%
25	PW / Roads	Sign Crew (2 Equipment Operators)	2	2.00	104,393	2,714,204	0.06%	3.10%
26	MP Budgeting & FP	Budget Analyst	1	1.00	100,768	2,814,972	0.07%	3.18%
27	Parks Ops	2 Temp Seasonal Employees	2	1.67	70,534	2,885,506	0.05%	3.23%
28	Recreation Culture	Special Events Coordinator	1	1.00	88,599	2,974,105	0.07%	3.29%
29	Development Planning	Urban Design Awards Program	-	-	30,000	3,004,105	0.02%	3.32%
30	S Human Resources	Recognition Awards	-	-	15,000	3,019,105	0.01%	3.33%
31	V Access Vaughan	Citizen Service Representatives	2	1.38	93,388	3,112,493	0.07%	3.40%
Total of ARRs Recommended by Senior Management Team			47	42.03	3,112,815		2.32%	

Total Tax Increase (1%=\$1,345,514)

2011 Base Budget Increase

Tax Increase due to ARRs Recommended by Senior Management Team

3.40%
1.08%
2.32%

Note 1:

V = Link to Vaughan Vision 2020

MP = Link to City of Vaughan Master Plan

S = Link to Departmental Strategy

Additional Resource Requests (ARRs) for Consideration Beyond 2012

Attachment 3

Senior Management Team Recognized

#	Department	Description	# of Positions	2013 Net FTE	2013 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
Budget Impact								
1	MP Recreation Culture	Accessibility Coordinator	1	1.00	105,141	105,141	0.07%	0.07%
2	Clerks	Coordinator (marriages/election/etc.)	1	1.00	118,478	223,620	0.08%	0.15%
3	MP Library	City Hall - Resource Library	52	39.66	803,600	1,027,220	0.53%	0.67%
4	Real Estate	Real Estate Consultant - Acquisitions	1	1.00	112,476	1,139,696	0.07%	0.75%
5	Parks Ops	Asset Mgmt Coordinator	1	1.00	105,141	1,244,838	0.07%	0.81%
6	V Corporate Communication	Marketing Services Staff	1	1.00	87,591	1,332,428	0.06%	0.87%
7	V Recreation Culture	Arts & Culture Comm. Mark. Prog. Dev.	-	-	50,000	1,382,428	0.03%	0.91%
8	MP Library	Kiosk PT Staff (gapped)	1	0.68	40,744	1,423,173	0.03%	0.93%
9	Dev./ Transp. Eng.	Lot Grading Application Expediter	1	1.00	84,714	1,507,886	0.06%	0.99%
10	Buildings & Facilities	City Hall Mtnc Operator (Temp)	1	0.60	29,104	1,536,990	0.02%	1.01%
11	Emergency Planning	Exercise Consultant	-	-	10,000	1,546,990	0.01%	1.01%
12	Info & Tech. Management	Business Analyst	1	1.00	105,141	1,652,132	0.07%	1.08%
13	Recreation Culture	Additional Funding for Special Events	-	-	26,000	1,678,132	0.02%	1.10%
14	Enforcement Services	Enforcement Clerk D	1	1.00	60,538	1,738,669	0.04%	1.14%
15	Policy Planning	PT Clerk	1	1.00	26,484	1,765,153	0.02%	1.16%
16	Clerks	Shredding Bins	-	-	12,000	1,777,153	0.01%	1.16%
17	Info & Tech. Management	Solution Trainer (2012)	1	1.00	105,141	1,882,294	0.07%	1.23%
18	S Parks Ops	5 year Urban Forest	-	-	63,000	1,945,294	0.04%	1.27%
19	PW / Waste	Recyclable Paper at designated CP Super mailbox	-	-	26,000	1,971,294	0.02%	1.29%
20	Recreation Culture	Cultural Services Coordinator	1	1.00	94,195	2,065,489	0.06%	1.33%
21	Parks Ops	Park Tent Services for Seniors	-	-	20,143	2,085,632	0.01%	1.37%
22	Clerks	EDMS Business Analyst	1	1.00	106,141	2,191,773	0.07%	1.43%
23	Clerks	EDMS Technical SME	1	1.00	106,141	2,297,915	0.07%	1.50%
Total of ARR's Deferred Beyond 2012 Recognized by Senior Mgmt Team			67	53.94	2,297,915		1.50%	

Note 1:

V = Link to Vaughan Vision 2020

MP = Link to City of Vaughan Master Plan

S = Link to Departmental Strategy



FINANCE & ADMIN. CMTEE
COMMUNICATION C 2

Date: Feb 14/11 ITEM NO. 1

February 11, 2011

To: Members of Council

From: Janice Atwood-Petkovski, Commissioner of Legal and Admin. Services
Barbara Cribbett, Commissioner of Finance/City Treasurer

Re: Draft 2011-2012 Operating Budget – Committee Information Request
Insurance expense - five year historical information
Item reference: Feb. 7, 2011 Report 1 Item #3 – 2011/2012 Budget Review

Background - Analysis and Options

At the February 7th, 2011 Finance & Administration Committee meeting, staff was directed to provide historical details on the City's insurance expense.

The City of Vaughan has experienced a significant increase in insurance premiums over the past three years. There are several contributing factors.

Factors include:

1. Damage awards are getting higher. Court awards for bodily injury claims have increased dramatically in the last few years. Claims that would have settled for \$5 million five years ago are now settling in the area of \$12-18 million. These awards are primarily being driven by costs providing future care costs for the catastrophic injured person.
2. The cost of defending claims is getting higher as they become more complex. More detailed investigation; expert's time and legal time all contribute to the cost of claims.
3. Harmonized Sales Tax recently introduced as of July 2010 results in additional taxes being charged on costs such as professional fees. This contributes to the cost of a claim.

Insurers have seen a great amount of change in the Municipal claims picture over the past few years. Society is becoming more litigious which results in a greater number of claims being served on municipalities. As the cost of claims continue to rise premiums are being adjusted accordingly.

Correspondence

Aside from the strong justification for increase in insurance premiums for municipalities in general, given the above noted, insurers also look at the claims history of municipalities when setting their premiums.

Over the past 4 years (2006 and 2009) the City of Vaughan has received 313 liability claims. Municipal liability losses that occur in a given policy year often take several years to settle. Insurers refer to this as "claims development". As claims develop over the years, inflation, increasing damage awards and professional costs add to the cost of settlement. In order to ensure that the costs of present and future claims are captured, insurers increase their premiums accordingly.


The enclosed attachment #1 illustrates the City's insurance expense budget vs. actual performance trend for the period of 2006 to 2010, and compares this to the 2011 and 2012 draft insurance expense budgets.

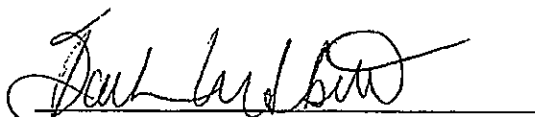
The information contained within this correspondence, will form a part of a brief presentation, on February 14th, 2011, that will cover the salient points associated with Finance and Administration Committee's, February 7th, 2011, information requests.

Conclusion

The purpose of this report is to address the query by the Finance & Administration Committee on the above listed detail in the Draft 2011-2012 Operating Budget.

Respectfully submitted,


Janice Atwood-Petkovski,
Commissioner of Legal and Administrative Services


Barbara Cribbett, CMA
Commissioner of Finance/City Treasurer

Insurance Expense
Five Year Historical Trend

Description	2006		2007		2008		2009		2010		2011		2012	
	Budget	Actuals	Budget	Actuals	Budget	Actuals	Budget	Actuals	Budget	Actuals	Budget	Actuals	Budget	Actuals
Adjuster's Fees	20,000	822	2,000	2,285	2,000	750	2,000	1,697	3,000	740	2,000	2,000	2,000	2,000
Deductible	360,000	320,546	390,000	485,413	450,000	515,422	500,000	554,657	600,000	930,752	600,000	600,000	600,000	600,000
External City Claims	75,000	50,694	75,000	15,247	75,000	99,316	75,000	25,413	75,000	26,592	50,000	50,000	50,000	50,000
Insurance Premiums	1,700,000	1,490,789	1,417,435	1,385,871	1,320,040	1,461,048	1,416,000	1,725,131	1,767,000	2,111,951	2,300,000	2,300,000	2,500,000	2,500,000
Internal City Claims	210,000	207,245	195,000	307,424	195,000	189,024	195,000	189,986	195,000	268,480	195,000	195,000	195,000	195,000
Professional Fees	0	0	20,000	2,310	20,000	5,290	20,000	0	20,000	6,533	20,000	20,000	20,000	20,000
Total Insurance Expense	2,365,000	2,076,097	2,699,435	2,198,549	2,062,040	2,269,850	2,208,000	2,490,883	2,660,000	3,345,048	3,167,000	3,167,000	3,367,000	3,367,000
% Change		18%	-11%	6%	-2%	3%	7%	10%	20%	34%	19%	6%	6%	6%

2007 -2009 actual average % Incr. **6%**

2005 -2010 actual average % Incr. **14%**



FINANCE & ADMIN. CMTEE
COMMUNICATION C3

Date: Feb 14/11 ITEM NO. 1

February 11, 2011

To: Members of Council

From: Janice Atwood-Petkovski, Commissioner of Legal and Admin. Services
Barbara Cribbett, Commissioner of Finance/City Treasurer

Re: Draft 2011-2012 Operating Budget – Committee Information Request
Full time staff vacancies

Item reference: Feb. 7, 2011 Report 1 Item #3 – 2011/2012 Budget Overview

Background - Analysis and Options

At the February 7th, 2011 Finance & Administration Committee meeting, staff was directed to provide details on the City's full time vacancies.

The City of Vaughan has over 1,000 full time staff and a very low staff vacancy rate. As per the attached list, there were 59 full time positions vacant, or 6% at the end of December 2010. Out of the total 59 vacancies, 50 arose in 2010.

We anticipate vacancies and budgeted corporately for \$2M in salary savings in 2010, and propose to increase the budget to \$2.5M in 2011. The budgeted salary savings offset salary expenses and help to mitigate tax rate increases.

Conclusion

The purpose of this report is to address the query by the Finance & Administration Committee on the above listed detail in the Draft 2011-2012 Operating Budget.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Janice Atwood-Petkovski', written over a horizontal line.

Janice Atwood-Petkovski,
Commissioner of Legal and Administrative Services

Correspondence

A handwritten signature in black ink, appearing to read 'Barbara Cribbett', with a long horizontal flourish extending to the right.

Barbara Cribbett, CMA
Commissioner of Finance/City Treasurer

CITY OF VAUGHAN

FULL-TIME COMPLEMENT VACANCIES - DECEMBER 31, 2010

DEPARTMENT	POSITION	TYPE
CITY MANAGER		
Office of the City Manager	Project Manager	Non-Union
Fire - Administration	Deputy Fire Chief	Non-Union
Fire - Communications	Communications Operator	Fire-Union
Fire - Training	Training Officer	Fire-Union
Fire - Suppression	Firefighter	Fire-Union
Fire - Suppression	Firefighter	Fire-Union
Fire - Suppression	Firefighter	Fire-Union
Fire - Suppression	Firefighter	Fire-Union
	8	
COMMISSIONER OF FINANCE & CORPORATE SERVICES		
Reserves & Investments	Investment Analyst	Non-Union
Budgeting & Financial Planning	Senior Budget Analyst	Non-Union
Financial Services	Special Projects Analyst	Contract
Financial Services	Treasury Clerk G	Cler & Tech
	4	
COMMISSIONER OF LEGAL & ADMINISTRATIVE SERVICES		
Enforcement Services	Parking & Sign Enforcement Officer	Cler & Tech
Enforcement Services	Parking & Sign Enforcement Officer	Cler & Tech
Enforcement Services	Animal Services Unit Supervisor	Non-Union
Enforcement Services	Animal Control Officers	Cler & Tech
Enforcement Services	Shelter Assistants	Cler & Tech
Enforcement Services	Receptionist	Cler & Tech
Clerk's	Councillor Executive Assistant	Contract
	12	
COMMISSIONER OF ECONOMIC/TECHNOLOGY DEVELOPMENT & COMMUNICATIONS		
Office of Comm of E/TD&C	Commissioner of Econ/Tech Dev & Comm.	Non-Union
Office of Comm of E/TD&C	Administrative Assistant/Office Co-ordinator	Non-Union
Economic Development	Business Development Officer-Creative Economy	Non-Union
Economic Development	Community Development Officer	Non-Union
	4	
COMMISSIONER OF ENGINEERING & PUBLIC WORKS		
Develop/Transport Engineering	Municipal Infrastructure Specialist	Non-Union
Develop/Transport Engineering	Project Manager - Spadina Subway Extension	Contract
Develop/Transport Engineering	Transportation Specialist	Non-Union
Engineering Services	Senior Traffic Technologist	Cler & Tech
Public Works	Senior Water Account Analyst	Cler & Tech
Public Works	Water Distribution Network Engineer	Cler & Tech
Public Works	Training & Compliance Coordinator	Cler & Tech
Public Works	Manager of Road Maintenance Services	Cler & Tech
Public Works	Roads Supervisor	Non-Union
Public Works	Labourer - Roads	Non-Union
	10	

CITY OF VAUGHAN

FULL-TIME COMPLEMENT VACANCIES - DECEMBER 31, 2010

DEPARTMENT	POSITION	TYPE
<u>COMMISSIONER OF PLANNING</u>		
Policy Planning/Urban Design	1 Manager of Policy Planning/Urban Design	Non-Union
Policy Planning/Urban Design	1 Senior Planner	Non-Union
Development Plannng	1 Planner	Cler & Tech
Development Plannng	1 Senior Planner - Development	Non-Union
Building Standards	1 Senior Plans Examiner	Cler & Tech
Building Standards	1 Building/Plumbing Inspector	Cler & Tech
	6	
<u>COMMISSIONER OF COMMUNITY SERVICES</u>		
Buildings & Facilities	1 Project Manager - Civic Centre Development	Contract
Buildings & Facilities	1 Assistant Foreperson	Hourly
Buildings & Facilities	1 Facility Operator I	Hourly
Buildings & Facilities	1 Facility Operator I	Hourly
Parks & Forestry Operations	1 Secretary to the Director	Non-Union
Parks & Forestry Operations	1 Park Attendant	Hourly
Parks & Forestry Operations	1 Park Attendant	Hourly
Parks Development	1 Construction Co-ordinator	Non-Union
Parks Development	1 Landscape Technician	Union
Recreation & Culture	1 Community Development Co-ordinator - Marketing	Non-Union
Recreation & Culture	1 Aquatic Co-ordinator	Cler & Tech
Recreation & Culture	1 Office Administrator	Cler & Tech
Recreation & Culture	1 Aquatic Programmer	Cler & Tech
Recreation & Culture	1 Active Living Co-ordinator	Cler & Tech
Recreation & Culture	1 Fitness Programmer	Cler & Tech
	15	
TOTAL VACANCIES	59	



FINANCE & ADMIN. CMTEE
COMMUNICATION C 4

Date: Feb 11/11 ITEM NO. 1

February 11, 2011

To: Members of Council

From: Barbara Cribbett, Commissioner of Finance/City Treasurer

Re: Draft 2011-2012 Operating Budget – Committee Information Request
Accounts of Interest additional information
Item reference: February 7th, 2011 Report 1 Item #3 (Budget Overview)

Background - Analysis and Options

At the February 7th, 2011 Finance & Administration Committee meeting, staff was directed to provide details on the operating budget accounts.

- Professional fees
- Part-time expenses
- Overtime expenses
- Grouped expenses
- Sundry expenses

As requested, the above information has been assimilated and the following attachments enclosed for the Finance & Administration Committee's review:

- Attachment 1 – Professional fees
- Attachment 2 – Part-time expenses
- Attachment 3 – Overtime expenses
- Attachment 4 – Grouped expenses
- Attachment 5 – Sundry expenses

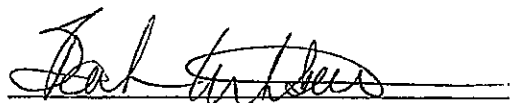
In addition to the information enclosed a brief presentation will be provided illustrating the salient points of this information.

Conclusion

The purpose of this report is to address the query by the Finance & Administration Committee on the above listed detail in the Draft 2011-2012 Operating Budget.

Correspondence

Respectfully submitted,

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

Barbara Cribbett, CMA
Commissioner of Finance/City Treasurer

Professional Fees - by Commission/Dept

Department	2010 YTD Actuals	Budget 2010	Budget 2011	Variance \$	Variance %	Budget 2012	Variance \$	Variance %	Budget Comments
Mayor	615	12,000	12,000	0	0.0%	12,000	-	0.0%	Miscellaneous professional fees base on historical budgets - Mayor to redistribute accordingly once discretionary budget is determined.
University Commissioner	4,950	15,000	15,000	0	0.0%	15,000	-	0.0%	Budget for investigations and unanticipated professional requirements.
City Manager									
Operational Audit	0	2,250	2,250	0	0.0%	2,250	-	0.0%	Miscellaneous contract work
City Manager	22,615	62,160	62,160	0	0.0%	62,160	-	0.0%	Annual Planning Survey, Speaker for planning workshop, Wilson strategy consultants, VW 2020 Strategic Plan, etc.
Fire and Rescue Services	0	2,244	2,245	1	0.0%	2,245	-	0.0%	Miscellaneous professional work
Comm. of Finance & City Treasurer									
Budgeting & Financial Planning	11,163	501	4,150	3,649	728.3%	4,150	-	0.0%	Actuals relate to Robert Half temporary staffing for an unplanned vacancy, 2012 budget is for JDE & Questika report writing consultants funded by reallocations
Commission of Legal & Admin Services									
Comm. of Legal & Admin. Serv.	9,951	19,580	19,580	0	0.0%	19,580	-	0.0%	External consultants required for confidential corporate matters.
Enforcement Services	0	0	25,000	25,000	0.0%	25,000	-	0.0%	Anticipated wet fees for animal control, 2011 budget transfer from the contract budget - neutral impact.
City Clerk	6,593	20,000	20,000	0	0.0%	20,000	-	0.0%	Fees paid to outside legal counsel.
Legal Services	365,920	112,988	112,990	2	0.0%	112,990	-	0.0%	Budget for "Potential Planning/Property Issues" and "Various Consultants"
Human Resources	352,257	284,168	387,988	93,820	31.9%	387,990	2	0.0%	Legal fees regarding employee litigation, mediation and arbitration, independent medical exams; 2011 increase related to a reallocation from advertising.
Commission of Community Services									
Commissioner of Community Serv.	15,371	90,000	25,000	-65,000	-72.2%	25,000	-	0.0%	Budget is for housing consultants, professional advisors, engineering services, feasibility studies, etc. 2011 reduction is part of the budget saving initiatives.
Buildings and Facilities	39,454	29,400	0	-29,400	-100.0%	0	-	0.0%	2010 Actuals for paid duty police, cafeteria services, etc. 2011 budget reallocated to various accounts
Fleet Management	0	4,000	4,000	0	0.0%	4,000	-	0.0%	Miscellaneous contract work
Recreation	94,385	79,129	74,800	-4,329	-5.5%	74,800	-	0.0%	Budget is related to "Aquatics Leadership - contracted services", 2011 reduction due to anticipated program demand
Community Grants & Advisory Comm	0	3,958	35,368	33,410	3706.3%	36,368	1,000	2.8%	2011 increase is related to an interdepartmental transfer "Gainsborough facility"
Parks Design, Construct. & Mit	450	800	800	0	0.0%	800	-	0.0%	Miscellaneous contract work
Parks Development	7,000	10,100	10,100	0	0.0%	10,100	-	0.0%	Fees are required for topographical surveys, geotechnical investigation, testing and peer review, and electrical consultants assessments and reports.
Cultural Services	0	0	43,880	43,880	0.0%	43,880	-	0.0%	2011 budget increase related to the events division transfer from Corp. Communications.
Commission of Planning									
Development Planning	39,130	53,870	24,870	-27,000	-52.1%	24,870	-	0.0%	External consultants, agencies for special projects (i.e. DFA system, Meritum Tech. and Stattec Consulting Ltd, etc); 2011 reduction due to one time removal.
Policy Planning	10,760	126,250	62,130	-64,120	-50.8%	62,130	-	0.0%	Required for Council directed special studies; reduction in 2011 budget as part of managements' budget savings initiative, partially offset by a reallocation from PF.

Department	2010 YTD Actual	Budget 2010	Budget 2011	Variance \$	Variance %	Budget 2012	Variance \$	Variance %	Budget Comments
Comm. of Eco & Tech & Dev & Comm.									
Information & Technology Mgmt.	302,872	564,299	564,299	0	0.0%	564,300	1	0.0%	Technical support and maintenance and equipment rollover and logistics
Access Vaughan	2,129	7,680	9,862	2,182	28.4%	9,862	-	0.0%	Process mapping sessions, capacity assessments, and assisting with the development of business rules; increase in 2011 due to a reallocation
Economic and Business Develop.	99,939	100,000	0	-100,000	-100.0%	0	-	0.0%	Removal of one-time ARR for Economic Development Strategy.
Corporate Communications	34,226	97,000	55,970	-41,030	-42.3%	55,970	-	0.0%	Communications and media related professional fees. 2011 decrease due to transfer of the Events Division to Cultural Services.
Commission of Eng. & Public Works									
Develop&Transport Engineering	37,062	16,750	13,250	-3,500	-20.9%	13,250	-	0.0%	Budget for specific project studies i.e. Millway Ave, etc. 2011 budget reduction due to a reallocation to mileage, cellular telephones, office supplies, etc.
Engineering Services	1,306	17,640	15,040	-2,600	-11.7%	15,040	-	0.0%	Traffic consultants and misc consultants; 2011 budget reduction due to transfer to small tools and equipment
Public Works - Operations	12,473	11,250	13,250	2,000	17.8%	13,250	-	0.0%	Related to waste audits of independent reports on waste diversion, (i.e. multi res initiatives studies, required reports for FCM grant requirements etc.)
Vaughan Libraries	21,538	20,000	20,000	0	0.0%	20,000	-	0.0%	Audit fees, management consultants, pay equity, etc.
General Expenditures	159,222	236,820	240,080	3,180	1.3%	240,000	-	0.0%	Audit services
Sub Total	1,639,542	2,095,237	1,875,982	-129,255	-6.4%	1,875,985	1,003	0.1%	
OMB Hearing	873,569	400,000	400,000	0	0.0%	400,000	-	0.0%	
Grand Total	2,519,051	2,405,237	2,275,982	-129,255	-5.4%	2,276,985	1,003	0.0%	

Part-Time Expenses - by Department

Department	2010 YTD Actuals	2010 Budget	2011 Budget	Budget Variance \$	Budget Variance %	2012 Budget	Budget Variance \$	Budget Variance %	Budget Variance Comments
Recreation	6,268,227	5,610,000	6,025,199	385,199	6.8%	6,468,663	345,464	2.4%	The increase in 2011 budget is due to \$150,000 market revaluation pay rate increase for aquatic part-time staff, a \$100,000 increase related to North Shorehill programming (full year ramp-up), and programming growth related volume at various community centres approximately \$164,000. 2012 increases are related to collective agreement increases and continuing program volume (i.e. Velje & NTCC).
Enforcement Services	218,038	213,925	416,495	182,570	71.9%	442,025	5,530	1.3%	The increase in 2011 budget is due to a \$160K transfer from the contract account for Animal Services. The balance for 2011 & 2012 increases are for prorated progressions and economic adjustments.
City Clerk	171,028	243,500	271,269	117,769	89.0%	273,072	1,803	0.7%	The increase in the 2011 budget is due to a \$117K reallocation from full time for a contract position - neutral budget impact. The balance for 2011 & 2012 increases are for prorated progressions and economic adjustments.
Cultural Services	95,580	81,985	155,905	83,920	102.4%	167,180	1,235	0.7%	The increase in the 2011 budget is due to a part-time staff transfer from Corp. Communications to Recreation of \$68K. The balance for 2011 & 2012 increases are for prorated progressions.
Vaughan Libraries	2,287,110	2,272,580	2,892,750	80,270	3.5%	2,452,900	99,550	4.2%	The increase in the 2011 budget is related to a progression adjustment for 4 positions in Permanent Part-time Staff.
Information & Technology Mgmt.	427,912	342,090	394,325	52,235	15.3%	394,325	0	0.0%	The increase in the 2011 budget is related to a progression adjustment for 4 positions in previous years.
Parks Design, Construct. & Misc	1,724,910	1,594,914	1,633,655	38,741	2.4%	1,634,360	705	0.0%	Increases due to casual part-time rate increase and permanent part-time contract agreement.
Access Vaughan	127,627	118,460	155,780	37,320	31.5%	155,780	0	0.0%	Increases due to economic adjustments, reallocation from overtime, and increase in hourly application to be adjusted.
Public Works - Operations	423,467	461,700	482,045	20,345	4.4%	484,660	2,615	0.5%	Increases due to pre-rated progression and economic adjustment
Development/Transport Engineering	304,772	34,704	102,015	7,311	7.7%	102,015	0	0.0%	Increases due to pre-rated progression for contract and casual staff.
Parks Development	40,519	53,805	58,155	4,350	8.1%	58,240	65	1.2%	Increases due to pre-rated progression.
Fleet Management	30,808	25,558	29,077	3,519	13.8%	29,420	343	1.2%	Increases due to pre-rated progression and economic adjustment.
Legal Services	45,230	46,128	46,130	7	0.0%	46,130	0	0.0%	Rounding
City Council	97,249	98,465	98,465	0	0.0%	98,465	0	0.0%	No change
Comm of Peace & City Treasurer	17,260	22,055	22,055	0	0.0%	22,055	0	0.0%	No change
Emergency Planning	5,641	6,315	6,315	0	0.0%	6,315	0	0.0%	No change
Integrity Commissioner	134,927	150,000	150,000	0	0.0%	150,000	0	0.0%	No change
Engineering Services	20,537	68,240	68,195	(45)	-0.1%	68,195	0	0.0%	Minor budget adjustment
Commissioner of Community Serv.	39,419	48,285	48,172	(113)	-0.2%	48,515	343	0.7%	Minor budget adjustment
Buildings and Facilities	178,778	181,355	180,850	(505)	-0.3%	181,305	455	0.3%	2011 budget decrease due to contract position removal of \$ 23k partially offset by union agreement adjustment of \$2,300/hr = 9300 = \$21,390 (\$11,10 to \$13,40).
Human Resources	891,980	885,329	882,985	(2,344)	-0.3%	882,985	0	0.0%	Pre-rated progression offset by one-time funding removal.
City Manager	56,872	75,145	69,176	(6,019)	-8.0%	72,130	3,004	4.3%	Decrease caused by new hire at lower rate offset by pre-rated progression and economic adjustment.
Policy Planning	58,645	12,790	0	(12,790)	-100.0%	0	0	0.0%	2011 increase due to a reallocation of temporary part-time, assigned to Official Plan work, back to professional fees.
Finance	261,210	275,188	259,570	(15,618)	-5.0%	259,635	1,065	0.4%	2011 budget decrease due to the return of a maternity leave. The balance for 2011 & 2012 increases are for prorated progressions and economic adjustments.
Building Standards	29,288	55,105	24,130	(10,975)	-51.2%	24,130	0	0.0%	The decrease in the 2011 budget is due to a part-time staff transfer from Corp. Communications to Recreation (Events Reorganization).
Corporate Communications	196,314	143,260	78,960	(84,300)	-44.9%	78,960	0	0.0%	Adjustments related to the Economic Development Strategy (i.e. Tourism Coordinator removal, etc.
Economic and Business Develop.	201,308	243,770	152,365	(131,405)	(0)	152,365	2,510	1.6%	
Dept. Sub-wal	14,197,845	14,134,611	14,134,611	257,427	1.8%	14,134,611	315,367	1.3%	
Gen. Comp. - Est. Labour Services	91,785	(50,103)	(50,103)	0	0.0%	(50,103)	0	0.0%	No change
Total	14,389,731	13,343,250	14,100,237	757,417	5.7%	14,166,244	245,307	1.7%	

Overtime - by Commission/Dept.

Department	YTD 2010 Actuals	2010 Budget	2011 Budget	Variance \$	Variance %	2012 Budget	Variance \$	Variance %	Budget Variance Comments
City Manager									
Fire and Rescue Services	1,056,744	139,577	139,577	-	0.0%	139,577	-	0.0%	No change in budget as the current agreement expired Dec 2010
Commission of Finance & City Treasurer									
Purchasing Services	10,877	2,835	2,835	15	0.5%	2,835	-	0.0%	
Accounting Services	2,995	7,500	7,500	-	0.0%	7,500	-	0.0%	
Taxation and Prop. Assessment	14,398	8,771	8,770	(1)	0.0%	8,770	-	0.0%	
Budgeting & Financial Planning	995	935	935	(1)	-0.1%	935	-	0.0%	
Payroll Services	0	1,780	1,780	(200)	-10.1%	1,780	-	0.0%	
Reserves and Investments	358	0	0	-	-	0	-	-	
Commission of Legal & Admin Services									
Enforcement Services	43,474	17,460	17,985	525	3.0%	18,210	225	1.3%	Increase due to union agreement rate changes
City Clerk	29,993	22,665	23,345	680	3.0%	23,635	290	1.2%	Increase due to union agreement rate changes
Commission of Community Services									
Buildings and Facilities	126,159	53,865	55,405	1,540	2.9%	56,100	695	1.3%	Increase due to union agreement rate changes
Fleet Management	13,572	27,255	28,075	820	3.0%	28,425	350	1.2%	Increase due to union agreement rate changes
Recreation	8,379	6,460	6,655	195	3.0%	6,740	85	1.3%	Increase due to union agreement rate changes
Commissioner of Comm. Serv.	0	4,500	4,695	195	3.0%	4,695	60	1.3%	Increase due to union agreement rate changes
Parks Design, Construct. & Mnt.	209,773	143,311	148,320	5,009	3.5%	150,445	2,125	1.4%	Increase due to union agreement rate changes
Parks Development	319	6,990	7,200	210	3.0%	7,290	90	1.3%	Increase due to union agreement rate changes
Cultural Services	741	2,715	2,794	79	2.9%	2,830	36	1.3%	Increase due to union agreement rate changes
Commission of Planning									
Building Standards	160,670	241,070	249,325	7,255	3.0%	251,450	3,105	1.3%	Increase due to union agreement rate changes
Development Planning	14,884	35,367	36,432	1,065	3.0%	36,885	453	1.2%	Increase due to union agreement rate changes
Policy Planning	31,423	7,015	7,430	405	5.8%	7,515	85	1.3%	Increase due to union agreement rate changes and increase due to requirement to meet deadlines.
Comm. of Eco. & Tech. & Dev & Communications									
Information & Technology Mgmt.	8,223	0	0	-	0.0%	0	-	0.0%	No change
Access Vaughan	1,317	15,860	7,960	(7,900)	-48.2%	8,060	100	1.3%	Decrease in 2011 due to reallocation to Part Time offset by rate change as per union agreement
Economic and Business Develop.	11,137	0	0	-	0.0%	0	-	0.0%	No planned OT in 2011 budget

Department	YTD 2010 Actuals	2010 Budget	2011 Budget	Variance \$	Variance %	2012 Budget	Variance \$	Variance %	Budget Variance Comments
Commission of Engineering & Public Works									
Development & Transport Engineering	11,743	34,760	35,800	1,040	3.0%	36,250	450	1.3%	Increase due to union agreement rate changes
Engineering Services	30,111	51,170	52,665	1,505	3.0%	53,325	660	1.3%	Increase due to union agreement rate changes
Public Works - Operations	129,399	309,200	312,555	3,355	3.1%	313,960	1,405	1.2%	Full amount of OT grouped in instead of spreading out amongst various business units
Vaughan Libraries	6,707	1,800	1,895	95	5.3%	1,950	55	2.9%	Increase in budget to account for actual OT and due to union agreement rate changes
General Expenditures	8,351	0	0	-	0.0%	0	-	0.0%	No change
Grand Total	1,900,427	941,497	957,863	16,366	1.7%	988,142	10,279	1.1%	

Grouped Expenses -by Comm./Dept.

Department	2010 YTD Actuals	Budget 2010	Budget 2011	Variance \$	Variance %	Budget 2012	Variance \$	Variance %	Budget Comments
City Manager									
Fire and Rescue Services	41,647	40,036	40,035	(1)	0.0%	40,035	-	0.0%	Demolition/clean-up contractors, hoist certificates, equipment rentals, station misc items, recruit graduation,
Commission of Legal & Admin Services									
Enforcement Services	2,256	980	980	-	0.0%	980	-	0.0%	Misc items,
City Clerk	-	2,500	2,500	-	0.0%	2,500	-	0.0%	Budget for incident fees within livestock business unit
Legal Services	43	-	-	-	0.0%	-	-	0.0%	Misc. items
Human Resources	15,085	16,572	16,573	1	0.0%	16,575	2	0.0%	Budget for courier, arbitration/mediation room rentals/misc. & ambulance expenses
Commission of Community Services									
Building Standards	1,315	-	-	-	0.0%	-	-	0.0%	Misc items
Buildings and Facilities	29,903	21,000	21,000	-	0.0%	21,000	-	0.0%	2010 actual spend on payment to Market Lane Holdings;
Recreation	23,539	38,999	39,999	1,000	60.0%	39,999	-	0.0%	2010 actual spend on Socan fees and City Playhouse misc exp: Budget increase due to addition of NTCC,
Commy. Grants & Advisory Comm	2,100	14,240	14,240	-	0.0%	14,240	-	0.0%	Misc. items for youth cabinet, seniors association, police community liaison committees, etc.
Parks Design, Construct. & Mtc	341	3,590	3,590	-	0.0%	3,590	-	0.0%	Misc items for Maple streetscape advisory i.e. Fontana Gardens, etc.
Grand Total	116,231	137,917	138,917	1,001	0.7%	138,919	4	0.1%	
General Expenditures	234,529	-	-	-	0.0%	-	-	0.0%	2010 actual spend on misc items related to election year
Total Inc General Expenditures	350,760	137,917	138,917	1,001	0.7%	138,919	4	0.0%	

Note: Grouped expenses budget in 2006 was \$1.2m compared to 2010 Budget of \$137k. This is an ongoing effort to reallocate to more specific accounts for increased accuracy and analysis.

Sundry - by Commission/Department

Department	YTD 2010 Actuals	2010 Budget	2011 Budget	Variance \$	Variance %	2012 Budget	Variance \$	Variance %	Budget Comments
City Council	1,981	16,597	20,566	3,969	23.9%	45,531	24,965	121.4%	Based on historical budgets. Members of Council will redistribute accordingly once their discretionary budget is determined.
Integrity Commissioner	0	180	180	-	0.0%	180	-	0.0%	Misc. Items
City Manager									
Operational Audit	77	2,750	2,750	-	0.0%	2,750	-	0.0%	Misc. Items
City Manager	9,738	15,080	11,580	(3,500)	-23.2%	11,580	-	0.0%	Courier and parking fees; 2011 budget reduction based on reallocation to mileage, membership and training/development
Fire and Rescue Services	22,689	20,225	20,225	-	0.0%	20,225	-	0.0%	Courier and flower arrangements
Emergency Planning	858	3,080	3,080	-	0.0%	3,080	-	0.0%	EOC resupply, parking fees and volunteer expenses
Commission of Finance & City Treasurer									
Comm of Finance & City Treasurer	6,715	4,320	4,320	-	0.0%	4,320	-	0.0%	Couriers, public engagement forums, & misc items;
Purchasing Services	2,506	3,130	3,130	-	0.0%	3,130	-	0.0%	Misc. Items
City Financial Services	345	3,960	3,960	-	0.0%	3,960	-	0.0%	Misc. Items
Accounting Services	709	540	540	-	0.0%	540	-	0.0%	Misc. Items
Taxation and Prop. Assessment	144	900	900	-	0.0%	900	-	0.0%	Misc. Items
Budgeting & Financial Planning	1,129	1,853	750	(603)	-44.6%	750	-	0.0%	Courier and other misc 2011 budget reduction based on reallocation to service contracts
Reserves and Investments	155	1,775	1,775	(1)	-0.1%	1,775	-	0.0%	Misc. Items
Commission of Legal & Admin Services									
Comm. of Legal & Admin. Serv.	63	265	265	-	0.0%	265	-	0.0%	Misc. Items
Enforcement Services	566	1,765	1,765	-	0.0%	1,765	-	0.0%	Misc. Items
City Clerk	18,221	9,800	18,790	8,990	91.7%	38,790	-	0.0%	Council table expenses tied misc items; 2011 budget increase based on reallocation from printing and archival expenses
Legal Services	880	2,028	2,030	2	0.1%	2,030	-	0.0%	Courier and misc. expenses
Human Resources	1,548	176	176	-	0.0%	175	(1)	-0.6%	Misc. Items
Commission of Community Services									
Buildings and Facilities	858	790	790	-	0.0%	790	-	0.0%	Misc. Items
Fleet Management	267	1,680	1,680	-	0.0%	1,680	-	0.0%	Misc. Items
Recreation	84,524	94,213	92,024	(2,189)	-2.3%	92,024	-	0.0%	Print services, postage, misc supplies, repairs and special projects (ie Physical activity strategy); 2011 reduction due to program adjustments.
Commissioner of Community Serv.	126,497	94,325	94,325	-	0.0%	94,325	-	0.0%	Communities in Bloom related expenses;
Comm. Grants & Advisory Comm	16,940	9,650	9,650	-	0.0%	9,405	(245)	-2.5%	Accessibility committee expenses, print services and Canadian Hearing Society payments.
Parks Design, Construct. & Mnt	1,032	7,720	7,720	-	0.0%	7,720	-	0.0%	Food and refreshments, office misc items;
Parks Development	689	385	385	-	0.0%	385	-	0.0%	Misc. Items

Department	YTD 2010 Actuals	2010 Budget	2011 Budget	Variance \$	Variance %	2012 Budget	Variance \$	Variance %	Budget Comments
Cultural Services	290	900	2,550	1,650	183.3%	2,550	-	0.0%	2011 budget increase due to transfer from Communications Events Division
Commission of Planning									
Building Standards	436	3,360	3,360	-	0.0%	3,360	-	0.0%	General misc items for dept.
Development Planning	571	2,620	2,620	-	0.0%	2,620	-	0.0%	General misc items for dept.
Policy Planning	847	1,350	1,350	-	0.0%	1,350	-	0.0%	General misc items for dept.
Commission of Eco. & Tech. & Dev. & Communications									
Information & Technology Mgmt.	7,497	2,025	2,025	-	0.0%	2,025	-	0.0%	Misc items
Comm. of ETD & Corp. Commun.	0	550	550	-	0.0%	550	-	0.0%	Misc items
Access Vaughan	79	1,320	1,320	-	0.0%	1,320	-	0.0%	Misc items
Economic and Business Develop.	1,158	1,800	1,800	(800)	-44.4%	1,800	-	0.0%	Misc items; 2011 budget reduction based on account reallocation to subscriptions and memberships
Corporate Communications	2,089	4,500	0	(4,500)	-100.0%	0	-	0.0%	2011 budget increase due to transfer from Communications Events Division
Commissioner of Planning	335	410	455	45	11.0%	455	-	0.0%	Misc. items. Reallocation between accounts to reflect actual historical spending
Commission of Engineering & Public Works									
Comm. of Engineering & PWS	264	415	315	(800)	-72.3%	315	-	0.0%	Misc. items - 2011 reallocated to office equip. & furniture
Develop&Transport Engineering	1,753	1,920	1,920	-	0.0%	1,920	-	0.0%	Misc items
Engineering Services	169	480	480	-	0.0%	480	-	0.0%	Misc items
Public Works - Operations	11,452	9,380	9,380	-	0.0%	9,380	-	0.0%	Misc. items - Janitorial/ kitchen supplies, courier, and annual BBO, etc.
Vaughan Libraries	3,889	1,800	1,770	(30)	-1.7%	1,770	-	0.0%	Board packages, medical certificate, board refreshments; 2011 decrease based on reallocation to office supplies
Grand Total	329,621	319,517	332,251	2,734	0.8%	355,970	24,719	7.4%	
General Expenditures	15,524	1,019,900	20,000	(999,900)	-98.0%	20,000	-	0.0%	2010 budget contains election expenses - budget removed in 2011 and 2012. remaining balance relates to corporate functions and rentals;
Total Inc General Expenditures	345,145	1,309,417	352,251	-97,166	-73.9%	376,970	24,719	7.0%	

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2011-2012 DRAFT OPERATING BUDGET

PLANNING FOR THE FUTURE



**Finance &
Administration
Committee**

Feb. 14th, 2011

Shared Vision 20|20

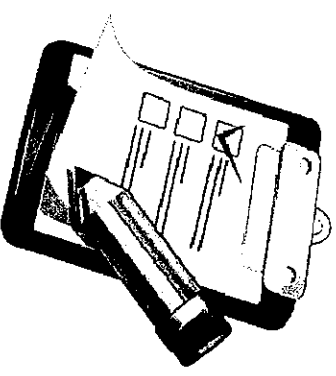
LOOKING TO OUR FUTURE

*Committee Requests for Additional Information
Summary Presentation*

Today's Agenda

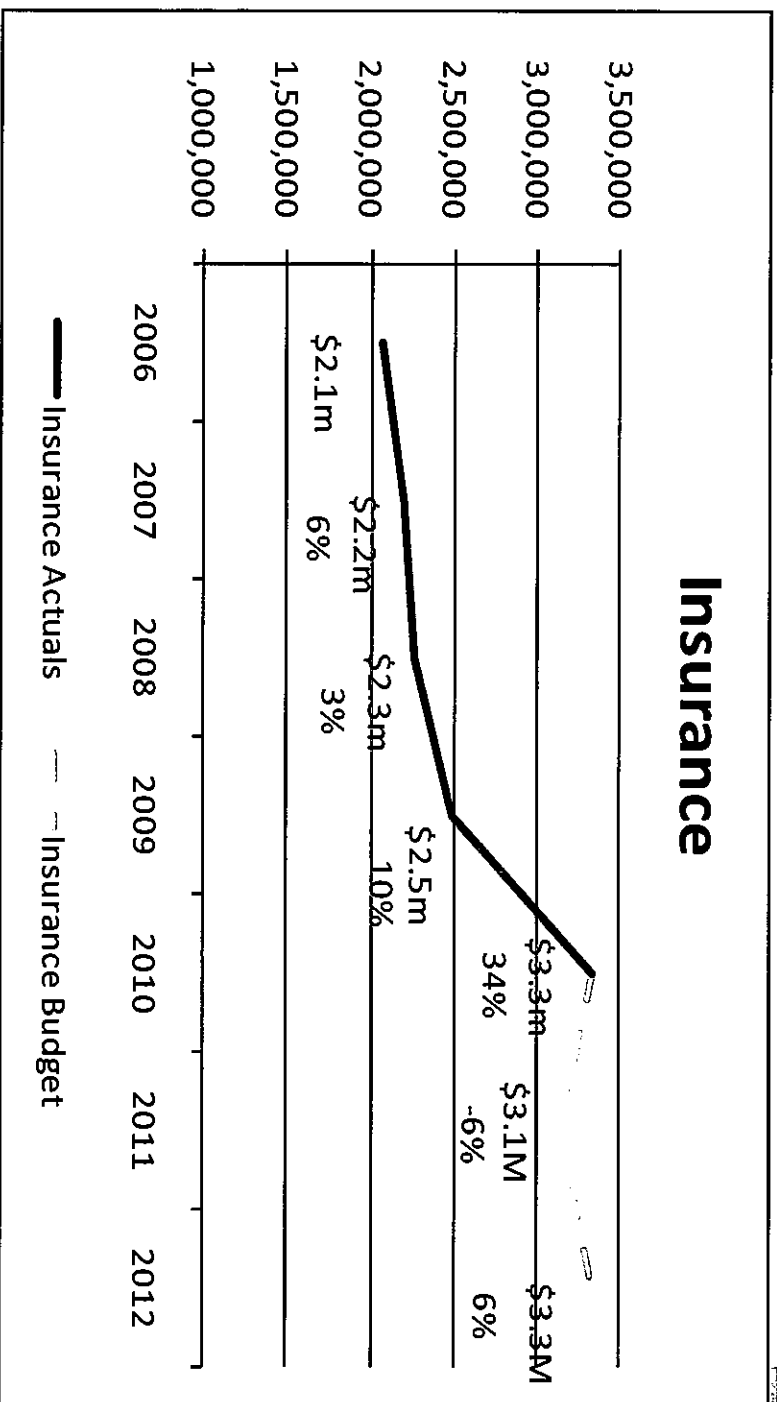


- Review of base budget account requests
- Additional resource requests (ARR's)
- Slide amendment
- Next steps



Insurance Trends

Insurance



- Due to increases in facilities, shared programs, & premiums
- Policy & premium review conducted summer 2010



Staff Vacancies

DEPARTMENT	# of Positions
Enforcement Services	9
Fire and Rescue Services	7
Public Works	6
Recreation & Culture	6
Buildings & Facilities	4
Clerks	3
Develop/Transport Engineering	3
Parks & Forestry Operations	3
Financial Services	2
Office of Comm of E/TD&C	2
Economic Development	2
Policy Planning/Urban Design	2
Development Planning	2
Building Standards	2
Parks Development	2
Office of the City Manager	1
Reserves & Investments	1
Budgeting & Financial Planning	1
Engineering Services	1
TOTAL VACANCIES	59

Corporate Gapping

Department	2010 Budget vs		
	2010 Budget	Actuals Variance	2011 Budget
City Council	999,564	(379,492)	977,964
Integrity Commissioner	150,000	2,525	150,000
City Manager	30,972,227	(863,180)	32,595,808
Comm. of Finance & Corp. Serv.	6,287,060	306,133	6,516,523
Comm. of Legal & Admin. Serv.	11,553,479	1,589,624	12,461,519
Comm. of Community Services	31,346,904	1,472,231	32,755,416
Comm. of Planning	8,365,738	422,446	8,724,317
Comm. of ETD & Corp. Commun.	6,750,012	351,328	6,660,943
Comm. of Engineering & Pblc W.	12,202,216	777,061	12,426,238
Library Services	8,392,380	148,795	9,039,415
Sub Total	117,019,580	3,827,470	122,308,143
City Corporate Accounts	(2,000,000)		(2,500,000)

- The City plans for labour savings corporately, realized in depts.
- Council figure includes severance payment accruals
- Fire variance will be reduced once year-end entries occur.

Part-Time Expense

Department	2010 YTD	2010	2011	Variance	2012	Variance
	Actuals	Budget	Budget	\$	Budget	\$
Recreation	6,368,727	5,639,000	6,023,199	384,199	6,168,663	145,464
Vaughan Libraries	2,287,110	2,272,530	2,352,750	80,220	2,452,300	99,550
Parks Design, Construct. & Mtc	1,724,940	1,594,914	1,633,655	38,741	1,634,360	705
Human Resources	891,980	885,329	882,985	(2,344)	882,985	0
Public Works - Operations	422,467	461,700	482,045	20,345	484,660	2,615
Enforcement Services	218,038	253,925	436,495	182,570	442,025	5,530
Information & Technology Mgmt.	427,912	342,090	394,325	52,235	394,325	0
City Clerk	171,026	143,500	271,269	127,769	273,072	1,803
Finance	264,230	275,188	258,570	(16,618)	259,635	1,065
All Other Depts (2011 budget > \$250K)	1,521,516	1,565,435	1,455,745	(109,690)	553,165	(902,580)
Dept. Sub-total	14,297,945	13,433,611	14,191,038	757,427	14,456,345	265,307
Gen. Corp. - Est. Labour Savings	91,786	(90,101)	(90,101)	0	(90,101)	0
Total	14,389,731	13,343,510	14,100,937	757,427	14,366,244	265,307

- 75% related to Recreation, Libraries, Parks, Human Resources
- Other Depts. – 2011 budget 18 depts. from \$6k-\$180k (\$80k avg.)

Overtime Expense

Department	2010 YTD Actuals	2010 Budget	2011 Budget	Variance \$	2012 Budget	Variance \$
Building Standards	160,970	241,070	248,325	7,255	251,430	3,105
Parks Design, Construct. & Mtc	203,773	143,311	148,320	5,009	150,445	2,125
Fire and Rescue Services	1,036,744	138,577	138,577	-	138,577	-
Public Works - Operations	129,399	109,200	112,555	3,355	113,960	1,405
Buildings and Facilities	126,199	53,865	55,405	1,540	56,100	695
Engineering Services	30,111	51,120	52,665	1,545	53,325	660
Development Planning	14,884	35,367	36,432	1,065	36,885	453
Develop&Transport Engineering	11,743	34,760	35,800	1,040	36,250	450
Fleet Management	13,522	27,255	28,075	820	28,425	350
City Clerk	23,393	22,665	23,345	680	23,635	290
All Other Dept (2011 Budget > \$20K)	149,689	84,307	78,364	(5,943)	79,110	746
Grand Total	1,900,427	941,497	957,863	16,366	968,142	10,279

- 78% related to 4 depts. - Building Stds, Parks, Fire, Public Works
- Other Depts. – 2011 Budget - 13 depts. from \$1k-\$17k (\$6k avg.)

Professional Expense

Department	2010 YTD Actuals	2010 Budget	2011 Budget	Variance \$	2012 Budget	Variance \$
Information & Technology Mgmt.	302,972	564,299	564,299	0	564,300	1
Human Resources	352,257	294,168	387,988	93,820	387,990	2
General Expenditures (Audit services/fees)	159,232	236,820	240,000	3,180	240,000	-
Legal Services	365,920	112,988	112,990	2	112,990	-
Recreation	94,395	79,129	74,800	-4,329	74,800	-
City Manager	22,616	62,160	62,160	0	62,160	-
Policy Planning	10,760	126,250	62,130	-64,120	62,130	-
Corporate Communications	34,226	97,000	55,970	-41,030	55,970	-
Cultural Services	0	0	43,880	43,880	43,880	-
Commtty. Grants & Advisory Comm	0	1,958	35,368	33,410	36,368	1,000
Enforcement Services	0	0	25,000	25,000	25,000	-
Commissioner of Commtty. Serv.	15,371	90,000	25,000	-65,000	25,000	-
Development Planning	33,130	51,870	24,870	-27,000	24,870	-
All Other Depts (2011 budget < \$25K)	248,663	288,595	161,527	-127,068	161,527	-
Sub Total	1,639,542	2,005,237	1,875,982	-129,255	1,876,985	1,003
OMB Hearing	873,509	400,000	400,000	0	400,000	-
Grand Total	2,513,051	2,405,237	2,275,982	-129,255	2,276,985	1,003

- 75% related to 5 area. – ITM, HR, Legal, & Corp. OMB/audit/etc.
- Other Depts. – 2011 Budget - 18 depts. from \$1k-\$25k (\$9k avg.)

Grouped Expenses

Department	2010 YTD		2011 Budget	Variance \$	2012	
	Actuals	Budget			Budget	Variance \$
Fire and Rescue Services	41,647	40,036	40,035	(1)	40,035	-
Recreation	23,539	38,999	39,999	1,000	39,999	-
Buildings and Facilities	29,903	21,000	21,000	-	21,000	-
Human Resources	15,085	16,572	16,573	1	16,575	2
Commty. Grants & Advisory Comm	2,100	14,240	14,240	-	14,240	-
Parks Design, Construct. & Mtc	341	3,590	3,590	-	3,590	-
City Clerk	-	2,500	2,500	-	2,500	-
Enforcement Services	2,256	980	980	-	980	-
Legal Services	43	-	-	-	-	-
Building Standards	1,315	-	-	-	-	-
Grand Total	116,231	137,917	138,917	1,001	138,919	4
General Expenditures	234,529	-	-	-	-	-
Total inc General Expenditures	350,760	137,917	138,917	1,001	138,919	4

- 72% related Fire, Recreation, and B&F.
- 2006 Budget was \$1.2m & steadily reduced to \$138k. Effort will continue to allocate balances to more reflective accounts.

Sundry Expenses

Department	2010 YTD Actuals	2010 Budget	2011 Budget	Variance \$	2012 Budget	Variance \$
Commissioner of Commty. Serv.	126,497	94,325	94,325	-	94,325	-
Recreation	84,524	94,213	92,024	(2,189)	92,024	-
City Council	1,981	16,597	20,566	3,969	45,531	24,965
Fire and Rescue Services	22,689	20,225	20,225	-	20,225	-
City Clerk	18,221	9,800	18,790	8,990	18,790	-
City Manager	9,738	15,080	11,580	(3,500)	11,580	-
General Expenditures	15,524	1,019,900	20,000	(999,900)	20,000	-
All Other Dept (2011 budget > \$10K)	65,971	79,278	74,741	(4,537)	74,495	-
Total	345,145	1,349,417	352,251	-997,166	376,970	24,719

- 52% related Comm. Community Service (CIB) & Recreation.
- 2010 General Expenditures Budget was for the Election
- Other Depts. – 2011 Budget - 32 depts. from \$100-\$10k (\$2k avg.)

Chart Amendment

	2011			2012		
	Base Budget (\$)	Total Budget	Cumulative (%)	Base Budget (\$)	% of Total Budget	Cumulative (%)
Operating Expenditures						
Salaries and Benefits	119,829,743	55.9%	55.92%	123,794,327	55.6%	55.61%
Service Contracts	31,135,217	14.5%	70.46%	32,128,024	14.4%	70.04%
Long Term Debt	11,646,528	5.4%	75.89%	13,476,518	6.1%	76.09%
Reserve Contributions	10,766,379	5.0%	80.92%	10,657,816	4.8%	80.88%
Maintenance/Materials	8,448,652	3.9%	84.86%	8,518,636	3.8%	84.71%
Utilities & Fuel	7,966,337	3.7%	88.58%	8,436,977	3.8%	88.50%
Capital from Taxation	6,629,522	3.1%	91.67%	6,629,522	3.0%	91.48%
Insurance Expenses	3,147,000	1.5%	93.14%	3,347,000	1.5%	92.98%
Professional Fees (Incl. OMB)	2,275,982	1.1%	94.20%	2,276,985	1.0%	94.00%
Contingency	1,559,066	0.7%	94.93%	2,363,575	1.1%	95.06%
Tax Adjustments	1,400,000	0.7%	95.58%	1,450,000	0.7%	95.72%
All Other	9,465,875	4.4%	100.00%	9,537,829	4.3%	100.00%
Total Base Budget Expenditures	214,270,301	100.0%	---	222,617,209	100.0%	---

* Reported as Sundry on Feb. 7th, 2011

* More than 75% of the costs are committed





Consideration of Additional Resource Requests



2011 SMT Recommended ARRS

#	Department	Description	# of Positions	2011 Net FTE	2011 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
2011 Base Budget Increase								1.08%

Zero Budget Impact								
A1	Engineering Services	Municipal Services Inspector	1	1.00	-	-	0.00%	1.08%
A2	Dev./Transp.Eng.	Spadina Subway TTC Sr. Eng. Asst. (Contract)	1	1.00	-	-	0.00%	1.08%
A3	Building Standards	1 Plans Examiner (Zoning)	1	1.00	-	-	0.00%	1.08%
A4	Building Standards	1 Clerk Typist D	1	1.00	-	-	0.00%	1.08%
A5	Fleet	Filing Clerk (FT Conv.)	1	0.31	-	-	0.00%	1.08%
A6	MP Enviro. Sustain.	Sustainability Coordinator (Contract Conv.)	1	-	-	-	0.00%	1.08%
A7	City Financial Services	Finance Business / Project Manager	1	1.00	-	-	0.00%	1.08%
A8	Dev./Transp.Eng.	Municipal Services Inspect.Erosion Sediment Cont	1	1.00	-	-	0.00%	1.08%

Budget Impact								
1	V Strategic Planning	Vision 2020 Strategic Plan Update	-	-	35,000	35,000	0.03%	1.11%
2	V Legal Services	Junior Lawyer OMB Contract	1	1.00	30,444	65,444	0.02%	1.13%
3	MP Fire & Rescue Services	7-10 Engine Crew (6 FF & 4 Cap)	10	10.00	959,746	1,025,190	0.71%	1.84%
4	V Fire & Rescue Services	Mechanic - Emergency Vehicle Technician	1	1.00	56,674	1,081,864	0.04%	1.89%
5	V Strategic Planning	On-Line Citizen Engagement Survey	-	-	75,000	1,156,864	0.06%	1.94%
6	S Human Resources	Prof.Fees - Engagement Survey	-	-	50,000	1,206,864	0.04%	1.98%
7	V Corporate Comm	Public relations staff	1	1.00	83,249	1,290,113	0.06%	2.04%
8	V Info & Tech.Management	ITM Security Analyst	1	1.00	99,888	1,390,001	0.07%	2.12%
9	V Parks Ops	2 Park Attendants	2	2.00	45,210	1,435,211	0.03%	2.15%
10	V Human Resources	Crossing Guard Coordinator (FT Conv.)	1	0.50	45,312	1,480,523	0.03%	2.18%

2011 SMT Recommended ARRs (Continued)

#	Department	Description	# of Positions	2011 Net FTE	2011 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
11	Engineering Services	Manager of Traffic Engineering	1	1.00	125,527	1,606,050	0.09%	2.28%
12	Engineering Services	Administrative Assistant	1	1.00	75,348	1,681,398	0.06%	2.33%
13	MP	Vellore CC Fitness Centre Staff (Gapped)	2	0.17	14,471	1,695,868	0.01%	2.34%
14	Enforcement Services	Licensing Enforcement Field Officer	1	1.00	39,493	1,735,362	0.03%	2.37%
15	S	Eco. Dev	1	1.00	75,473	1,810,835	0.06%	2.43%
16	Info & Tech. Management	Enterprise Data Architect	1	1.00	99,888	1,910,723	0.07%	2.50%
17	Buildings & Facilities	Mechanical Supervisor	1	1.00	110,945	2,021,669	0.08%	2.59%
18	Parks Ops	Assistant Foreperson (Horticulture)	1	1.00	97,788	2,119,457	0.07%	2.66%
19	PW / Roads	Roads Supervisor	1	1.00	108,545	2,228,002	0.08%	2.74%
20	S	Human Resources	1	1.00	89,375	2,317,377	0.07%	2.81%
21	MP	Recreation Culture	-	-	50,000	2,367,377	0.04%	2.84%
22	Purchasing Services	Buyer	1	1.00	87,861	2,455,238	0.07%	2.91%
23	Legal Services	Law Clerk	1	1.00	67,885	2,523,123	0.05%	2.96%
24	Enforcement Services	Property Standards Officer	1	1.00	86,988	2,610,112	0.06%	3.02%
25	PW / Roads	Sign Crew (2 Equipment Operators)	2	2.00	104,393	2,714,505	0.08%	3.10%
26	MP	Budgeting & FP	1	1.00	100,788	2,815,293	0.07%	3.18%
27	Parks Ops	2 Temp Seasonal Employees	2	1.67	70,534	2,885,827	0.05%	3.23%
28	Recreation Culture	Special Events Coordinator	1	1.00	88,599	2,974,427	0.07%	3.29%
29	Development Planning	Urban Design Awards Program	-	-	30,000	3,004,427	0.02%	3.32%
30	S	Human Resources	-	-	15,000	3,019,427	0.01%	3.33%
31	V	Access Vaughan	2	1.38	93,388	3,112,815	0.07%	3.40%
Total of ARRs Recommended by Senior Management Team			47	42.03	3,112,815		2.32%	

Note 1:

V = Link to Vaughan Vision 2020

MP = Link to City of Vaughan Master Plan

S = Link to Departmental Strategy

2012 SMT Recognized ARRS

#	Department	Description	# of Positions	2012 Net FTE	2012 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
1	20							
2012 Base Budget Increase								
							1.99%	1.99%

Zero Budget Impact									
A1	V	Dev./Transp. Eng.	TTC Muni. Inspector Contract Position	1	1.00	-	-	0.00%	1.99%
A2	V	Dev. Transp. Eng.	TDM Coordinator	1	1.00	-	-	0.00%	1.99%
A3		Engineering Services	Project Manager	1	1.00	-	-	0.00%	1.99%
A4		Engineering Services	Capital Design Team	2	2.00	-	-	0.00%	1.99%

Budget Impact									
1		Engineering Services	Traffic Analyst	1	1.00	84,862	84,862	0.06%	2.05%
2	MP	Fire Services	Station 75 - Engine Crew (16 FF & 4 Cap	20	20.00	1,711,015	1,795,877	1.20%	3.25%
3	MP	Dev. Planning	Zoning By-law Review Contract Staff	6	6.00	579,480	2,375,357	0.41%	3.65%
4		Engineering Services	Traffic Technician	1	1.00	58,487	2,433,844	0.04%	3.69%
5	MP	Fire & Rescue Services	Communication Operators	2	2.00	154,761	2,588,605	0.11%	3.80%
6	S	Human Resources	HR Partner	1	1.00	103,341	2,691,947	0.07%	3.87%
7	S	Human Resources	Learning/Dev. Specialist & Coordinator	2	2.00	165,436	2,857,382	0.12%	3.99%
8	S	Eco. Dev	Business Development Officer	1	1.00	87,573	2,944,955	0.06%	4.05%
9	V	Corporate Comm	Web Content Mgmt Position	1	1.00	87,591	3,032,546	0.06%	4.11%
10		Dev. Transp. Eng.	Clerical Assistant	1	1.00	47,737	3,080,282	0.03%	4.14%
11		PW/Roads	Micro Milling		-	250,000	3,330,282	0.17%	4.32%
12		Enforcement Services	Property Standards Officer	1	1.00	90,476	3,420,758	0.06%	4.38%
13		Purchasing Services	Sr. Technical Position	1	1.00	71,453	3,492,211	0.05%	4.43%
14		Parks Ops	Temp Seasonal Employees	1	0.84	35,267	3,527,478	0.02%	4.46%
15	V	Access Vaughan	Citizen Service Representatives	2	1.38	96,743	3,624,221	0.07%	4.53%
16		Recreation Culture	Special Events Supervisor	1	1.00	110,491	3,734,712	0.08%	4.60%
17	MP	Library	E-Media Pilot Specialist (Cont.) gapped	1	0.50	34,955	3,769,667	0.02%	4.63%
18		Buildings & Facilities	Vellore CC FC Facility Operator I -	1	1.00	68,039	3,837,706	0.05%	4.67%
19		Parks Ops	GPS - Sidewalk Snow Plow Machines		-	42,723	3,880,429	0.03%	4.70%
20		Library	Resource Purchasing Power Protection		-	32,120	3,912,549	0.02%	4.73%
Total of ARRs Recognized by Senior Management Team				49	47.72	3,912,549		2.74%	

Note 1:

V = Link to Vaughan Vision 2020

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S = Link to Departmental Strategy

ARRRs for Consideration Beyond 2012

#	Note 1	Department	Description	# of Positions	2013 Net FTE	2013 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
Budget Impact									
1	MP	Recreation Culture	Accessibility Coordinator	1	1.00	105,141	105,141	0.07%	0.07%
2		Clerks	Coordinator (marriages/election/etc.)	1	1.00	118,478	223,620	0.08%	0.15%
3	MP	Library	City Hall - Resource Library	52	39.66	803,600	1,027,220	0.53%	0.67%
4		Real Estate	Real Estate Consultant - Acquisitions	1	1.00	112,476	1,139,696	0.07%	0.75%
5		Parks Ops	Asset Mgmt Coordinator	1	1.00	105,141	1,244,838	0.07%	0.81%
6	V	Corporate Communication	Marketing Services Staff	1	1.00	87,591	1,332,428	0.06%	0.87%
7	V	Recreation Culture	Arts & Culture Comm Mark Prog Dev.	-	-	50,000	1,382,428	0.03%	0.91%
8	MP	Library	Kiosk PT Staff (gapped)	1	0.68	40,744	1,423,173	0.03%	0.93%
9		Dev./ Transp. Eng.	Lot Grading Application Expediter	1	1.00	84,714	1,507,886	0.06%	0.99%
10		Buildings & Facilities	City Hall Mfnce Operator (Temp)	1	0.60	29,104	1,536,990	0.02%	1.01%
11		Emergency Planning	Exercise Consultant	-	-	10,000	1,546,990	0.01%	1.01%
12		Info & Tech Management	Business Analyst	1	1.00	105,141	1,652,132	0.07%	1.08%
13		Recreation Culture	Additional Funding for Special Events	-	-	26,000	1,678,132	0.02%	1.10%
14		Enforcement Services	Enforcement Clerk D	1	1.00	60,538	1,738,669	0.04%	1.14%
15		Policy Planning	PT Clerk	1	1.00	26,484	1,765,153	0.02%	1.16%
16		Clerks	Shredding Bins	-	-	12,000	1,777,153	0.01%	1.16%
17		Info & Tech Management	Solution Trainer (2012)	1	1.00	105,141	1,882,294	0.07%	1.23%
18	S	Parks Ops	5 year Urban Forest	-	-	63,000	1,945,294	0.04%	1.27%
19		PW / Waste	Recyclable Paper at designated CP Super mail	-	-	26,000	1,971,294	0.02%	1.29%
20		Recreation Culture	Cultural Services Coordinator	1	1.00	94,195	2,065,489	0.06%	1.35%
21		Parks Ops	Park Tent Services for Seniors	-	-	20,143	2,085,632	0.01%	1.37%
22		Clerks	EDMS Business Analyst	1	1.00	106,141	2,191,773	0.07%	1.43%
23		Clerks	EDMS Technical SME	1	1.00	106,141	2,297,915	0.07%	1.50%
Total of ARRs Deferred Beyond 2012 Recognized by Senior Mgmt Team				67	53.94	2,297,915		1.50%	

Note 1:

V = Link to Vaughan Vision 2020

MP = Link to City of Vaughan Master Plan

S = Link to Departmental Strategy

Next Steps

Future Topics

- Adjustments to user fees
- Infrastructure funding vs. amortization
- Capital Budget
- *Council requested communications*

Meeting Dates

Tuesday	Feb. 22nd	9:30-12pm
Tuesday	March 1st	7-10pm
Tuesday	March 8th	7-10pm
Monday	March 21st	1-4 pm
Monday	March 28th	9:30-12pm



2011 & 2012 Draft Operating Budget



Discussion

Q & A

